

## **UGC NET - PUBLIC ADMINISTRATION MOCK TEST PAPER**

- **PAPER - I** *This paper contains 50 objective type questions. Each question carries 2 marks.  
**Attempt all the questions.***
- **PAPER - II** *This paper contains 50 objective type questions. Each question carries 2 marks.  
**Attempt all the questions.***
- **PAPER - III** *This paper contains 75 objective type questions. Each question carries 2 marks.  
**Attempt all the questions.**  
(According to the NEW PATTERN)*
- *Pattern of questions : MCQs*
- *Total marks (PAPER I & II) : 350*
- *Duration of test : Paper I & II - 2.5 Hours  
: Paper III - 2.5 Hours*

# VPM CLASSES

For IIT-JAM, JNU, GATE, NET, NIMCET and Other Entrance Exams

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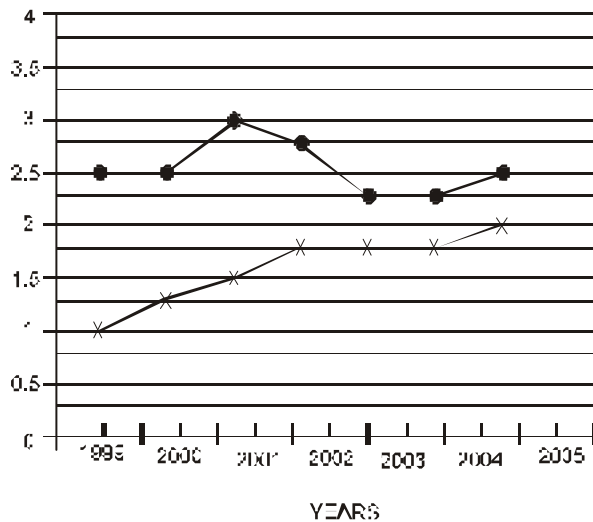
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**PAPER – I**

1. A manager must discover various ..... analyze the reasons for their occurrence and take preventive steps.  
(A) Cause to communication  
(B) Barrier to communication  
(C) Both (a) and (b)  
(D) None
2. "It is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc." which type of communication is this?  
(A) Oral communication  
(B) Written communication  
(C) Non verbal communication  
(D) None
3. Which of the following is a part of the English language which helps us to understand sounds of various alphabets?  
(A) Phonetics  
(B) Homophones  
(C) Both (a) and (b)  
(D) None

Questions 4-8 Study the following graph carefully to answer the given questions.

PRODUCTION OF TWO COMPANIES A AND B (IN CRORE UNITS) OVER THE GIVEN YEARS



4. For Company A, how much is the percent increase in production in 2000 from 1999?
  - (A) 0.25
  - (B) 2.5
  - (C) 25
  - (D) 12.5
  
5. How many units is the total production of Company A for the given years?
  - (A) 9crores
  - (B) 17.75 crores
  - (C) 12.25 crores
  - (D) 11 crores
  
6. What is the difference in units produced by the two companies in 1999?
  - (A) 1,50,000,000
  - (B) 15,00,00,000
  - (C) 15,00,000
  - (D) 15,000
  
7. How many units is the approximate average production of Company B for the given years?
  - (A) 3crores

- (B) 2.55 crores  
(C) 2.75 crores  
(D) 2.25 crores
8. In w hich year did both the companies have no change in production from the previous year?  
(A) 2000  
(B) 2002  
(C) 2003  
(D) 2004
9. If sampled in reconnaissance mode, data limitation requires use of  
(A) Maximum  
(B) Mnimum  
(C) Both (a) and (b)  
(D) None
10. If estimating average concentrations is planned  
(A) Exposure units must be defined  
(B) Sufficient samples are required  
(C) Both (a) and (b)  
(D) None
11. Which Can be used to evaluate if constituents in subsurface are correlated and have the same or different sources?  
(A) Scatter plots  
(B) Ratio plots  
(C) Multivariate plots  
(D) None
12. Which of the following Can be used to evaluate if ratios of constituents in subsurface are similar or different from those in indoor/outdoor air?  
(A) Scatter plots  
(B) Ratio plots

- (C) Multivariate plots
- (D) None

13. Which of the following collection techniques were used as the primary research methods for this study?
- (A) Qualitative
  - (B) Quantitative
  - (C) Both (a) and (b)
  - (D) None
14. In order to organize, classify and analyze the gathered information, used
- (A) Graphs
  - (B) Statistics
  - (C) Both (a) and (b)
  - (D) None

**Direction (15-19)** The strength of Indian Democracy lies in its tradition, in the fusion of the ideas of democracy and national independence which was the characteristic of the Indian Nationalist Movement long before independence. Although the British retained supreme authority in India until 1947, the provincial elections of 1937 provided real exercise in democratic practice before national independence. During the Pacific war India was not overrun or seriously invaded by the Japanese and after the war was over, the transfer of power to a government of the Indian Congress Party was a peaceful one as far as Britain was concerned. By 1947 'Indianisation' had already gone far in the Indian Civil Service and Army, so that the new government could start with effective instruments of central control. After independence, however, India was faced with two vast problems; the first, that of economic growth from a very low level of production and the second was that of ethnic diversity and the aspirations of sub nationalities. The Congress leadership was more aware of the former problem than of the second. As a new political elite which had rebelled not only against the British Raj but also against India's old social order, they were conscious of the need to initiate economic development and undertake social reforms, but as nationalists who had led a struggle against the alien rule on behalf of all parts of India,

they took the cohesion of the Indian nation too much for granted and underestimated the centrifugal forces of ethnic division, which were bound to be accentuated rather than diminished as the popular masses were more and more drawn into politics. The Congress party was originally opposed to the idea of recognizing any division of India on a linguistic basis and preferred to retain the old provinces of British India which often cut across linguistic boundaries. However, this was later conceded as the basis for a federal 'Indian Union'. The rights granted to the States created new problems for the Central Government. The idea of making Hindi the national language of a united India was thwarted by the recalcitrance of the speakers of other important Indian languages and the autonomy of the States rendered central economic planning extremely difficult. Land reforms remained under the control of the States and many large-scale economic projects required a degree of cooperation between the Central Government and one or more of the States which, it was found, was impossible to achieve. Coordination of policies was difficult even when the Congress party was in power both in the State and at the Centre. When a Congress Government in Delhi was confronted with non-Congress parties in office in the States, it became much harder.

15. Which of the following problems was India faced with after Independence ?
- (A) Military attack from a country across the border.
  - (B) Lack of coordination between the Central and State Governments.
  - (C) Improper coordination of various Government policies
  - (D) Increasing the production from a very low level
16. Which of the following issues was not appropriately realized by the Central Government.
- (A) Ethnic diversity of the people
  - (B) A national language for the country
  - (C) Implementation of the formulated policies
  - (D) Centre -State relations
17. Why was central economic planning found to be difficult?
- (A) Multiplicity of States and Union Territories

- (B) Lack of coordination in different Government departments  
(C) Autonomy given to the States in certain matters  
(D) Lack of will in implementing land reforms
18. Why was the linguistic reorganization of the State accepted?  
(A) The States were not cooperating with the Central Government  
(B) Non- Congress Governments in the States demanded such a reorganization of the States  
(C) No common national language emerged  
(D) Strong pressure from the States was exerted on the Central Government to create such States
19. Which, according to the passage, can be cited as an exercise in democratic practice in India before Independence?  
(A) The handing over of power by the British to India  
(B) The Indianisation of the Indian Civil Service  
(C) A neutral role played by the Army  
(D) None of the above
20. The information to be collected in survey method are related to  
(A) Present Position  
(B) Aims of the research  
(C) The attainment of aim of research  
(D) All of the above
21. Research is done for  
(A) Knowledge of research process  
(B) Solving a business problem  
(C) Interest in research  
(D) Experience
22. A research problem is feasible only when  
(A) It is researchable

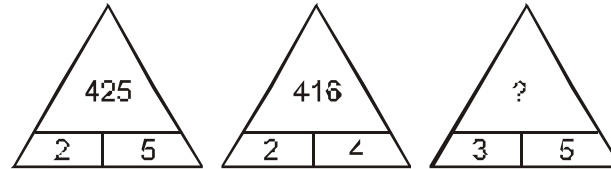
- (B) It has some utility  
(C) It is new  
(D) All of the above
23. One of the essential characteristics of research is  
(A) Sensitivity  
(B) Generalizability  
(C) Usability  
(D) Replicability
24. Identify the main Principle on which the Parliamentary System operates.  
(A) Responsibility of Executive to Legislature  
(B) Supremacy of Parliament  
(C) Supremacy of Judiciary  
(D) Theory of Separation of power
25. The reservation of seats for women in the Panchayat Raj Institutions is :  
(A) 30% of the total seats  
(B) 33% of the total seats  
(C) 33% of the total population  
(D) None
26. Match list I with list II and select the correct from the code given below :
- | List I (Institutions)   | List II (Locations) |
|---|---------------------|
| 1. Indian Veterinary Research Institute                           | i. Pune             |
| 2. Institute of Armament Technology                               | ii. Izat Nagar      |
| 3. Indian Institute of Science                                    | iii. Delhi          |
| 4. National Institute for Educational Planning and Administrators | vi. Bangalore       |
- (A) 1-ii, 2-i, 3-iv, 4-ii  
(B) 1-ii, 2-iv, 3-ii, 4-iii  
(C) 1-ii, 2-iii, 3-i, 4-iv  
(D) 1-iv, 2-iii, 3-ii, 4-i



27. Who was chairman of the UGC committee 1969 appointed for administrative legislation of the universities?
- (A). Dr. Zakir Hussain  
(B) Dr. P B Gajendragadkar  
(C) Dr. L S Mudaliar  
(D) Dr. Radha Krishnan
28. UGC has launched career oriented program in
- (A) 1964-65  
(B) 1994-95  
(C) 1997-98  
(D) 1980-81
29. The prime minister of India is appointed from \_\_\_\_\_
- (A) The leading Party in Lok Sabha  
(B) The Leading Party in Rajya Sabha  
(C) The leading party in Lok Sabha and Rajya Sabha combined  
(D) None of the above
30. The study of interrelations between Organism and their environment is called\_\_\_\_
- (A) Biosphere  
(B) Ecology  
(C) Synecology  
(D) Autecology
31. The term ICT is now also used to refer to the convergence of
- (A) Audio visual  
(B) Telephone network  
(C) Both (a) and (b)  
(D) None

- 32 Which was the first National Park established in India?  
(A) Anshi National Park  
(B) Gir National Park  
(C) Kanha National Park  
(D) Jim Corbett National Park
- 33 Fossil Fuels include  
(A) Oil  
(B) Natural Gas  
(C) Coal  
(D) All of the above
- 34 Noise in excess of \_\_\_\_\_ is called noise pollution  
(A) 40-65 db  
(B) 60-70 db  
(C) 80-100 db  
(D) None of the above
- 35 Effectiveness of teaching depends on \_\_\_\_\_  
(A) Handwriting of Teacher  
(B) Speaking ability of Teacher  
(C) Qualification of the Teacher  
(D) Subject Understanding of the Teacher
- 36 Verbal Guidance is least effective in the learning of \_\_\_\_\_  
(A) Aptitudes  
(B) Skills  
(C) Attitudes  
(D) Relationship
- 37 The participation of students will be maximum if \_\_\_\_\_ method is used for teaching.  
(A) Text Books

- (B) Discussion Method  
(C) Conference Method  
(D) Lectures
38. The primary responsibility of the teacher's adjustment lies with  
(A) The Students  
(B) The Principal  
(C) The Community  
(D) The Teacher himself
39. The First Kindergarten was started by  
(A) William James  
(B) A D Clinton  
(C) Freidrich Forebel  
(D) J H Hills
40. In following questions, number series is given. One of the numbers in each series is wrong. After searching wrong number find the correct number in its place.  
510, 254, 126, 64, 30, 14, 6  
(A) 252  
(B) 62  
(C) 130  
(D) 9
41. Which reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises?  
(A) Deductive  
(B) Inductive  
(C) Abductive  
(D) All
42. Insert the missing number or letter from among the given alternatives.



- (A) 140
- (B) 280
- (C) 875
- (D) 925

43. In the following question assuming the given statements to be true, find out which of the two assumptions I and II given below them is/are definitely true give answer as.

- (A) Only assumption I is implicit
- (B) Only assumption II is implicit
- (C) Either I or II is implicit
- (D) Neither I nor II is implicit
- (E) Both I and II are implicit

**Statement:** The State government has decided to appoint four thousand primary school teachers during the next financial year.

**Assumptions:**

- I. There are enough schools in the state to accommodate four thousand additional primary school teachers.
- II. The eligible candidates may not be interested to apply as the government may not finally appoint such a large number of primary school teachers.

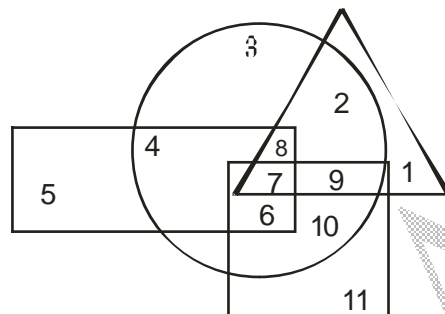
44. What is the latest write-once optical storage media?

- (A) Digital paper
- (B) Magneto-optical disk
- (C) WORM disk
- (D) CD-ROM disk

45. Which of the following identifies a specific web page and its computer on the Web?

- (A) Web site
- (B) Web site address
- (C) URL
- (D) Domain Name

**Direction (46-47)** In the following figure, rectangle, square, circle and triangle represents the regions of wheat, gram, maize and rice cultivation respectively. On the basis of the figure, answer the following questions.



46. Which of the area is cultivated for wheat and maize only?
- (A) 8
  - (B) 6
  - (C) 5
  - (D) 4
47. Which of the area is cultivated for maize only?
- (A) 10
  - (B) 2
  - (C) 3
  - (D) 4
48. Pointing to a photograph, Bajpai said, "He is the son of the only daughter of the father of my brother." How Bajpai is related to the man in the photograph?
- (A) Nephew

- (B) Brother  
(C) Father  
(D) Maternal Uncle
49. Light Year is a unit of:  
(A) Intensity of light  
(B) Distance  
(C) Time  
(D) Planetary motion
50. Tsunamis are huge sea waves caused by :  
(A) Earthquakes  
(B) Volcanoes  
(C) Winds  
(D) Icebergs

## PAPER – II

1. The New Public Management places maximum emphasis on which one of the following?  
(A) Customer drive government  
(B) Entrepreneurial government  
(C) Rationality in decision making  
(D) Down-sizing of bureaucracy
2. The reinvention of government paradigm does not include which of the following?  
1. Risk taking ability  
2. Ecological sensitivity  
3. Customer orientation  
4. Delegation of authority  
5. Concern for the disadvantaged
- Select the correct answer using the code given below :

- (A) 1, 2 and 3
- (B) 3, 4 and 5
- (C) 1, 4 and 5
- (D) 2, 4 and 5

3. Which of these are the characteristics of New Public Management?

1. Emphasis on marketization and entrepreneurship.
2. Separation between strategic policy making and implementation.
3. Accountability through a simple chain of command.
4. Separation of units with a public section enterprise.

Select the correct answer using the code given below :

- (A) 1, 2 and 4 only
- (B) 2, 3 and 4 only
- (C) 1 and 3 only
- (D) 1, 2, 3 and 4

4. Match list-I with list-II and select the correct answer using the list given below :

List-I	List -II
(A) Public Administration studies have to be comparative to claim the status of a science.	1. Weidner
(B) Development administration is goal and action oriented.	2. R. Dahl
(C) Bureaucratic structures are necessary but not sufficient.	3. Hahn-Been Lee
(D) Development is both process and purpose.	4. V. Ostrom

Codes:

	A	B	C	D
(A)	3	2	4	1
(B)	4	1	3	2
(C)	3	1	4	2
(D)	4	2	3	1

5. Which of the following pairs is/are correctly matched?  
Thought/Concept Scholar
1. Hierarchical pyramid would Y. Dror not so much flatten as a result of computers as spread into a bell shape
  2. A change in economic Vilfredo Pareto organization that makes one or more members of society better off without making anyone worse off.
  3. Metapolicy Policy for making procedures John Pfiffner
- Select the correct answer using the
- (A) 2 only  
(B) 3 only  
(C) 1 and 2 only  
(D) 1, 2 and 3
6. Consider the following statements- Woodrow Wilson laid the foundation for the study of Public Administration by his emphasis on-
1. A science of administration.
  2. A more business like administration.
  3. Efficiency, economy and effectiveness as lasting values of administration.
  4. The need to study human behavior attitudes and actions.
- Which of the statements given above are correct?
- (A) 1 and 2 only  
(B) 2 and 3 only  
(C) 1, 2 and 3  
(D) 1, 3 and 4
7. Consider the following statements- According to Robert Dahl, the scientific study of Public Administration is not possible because-
1. It involves problems of normative values.
  2. Administrative behaviors are not predictable.
- Which of the statements given above is/are correct?



- (A) 1 only
- (B) 2only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

8. Consider the following statements- Public-private distinction in public administration is currently losing much of its original rigidity due to-

1. Contemporary acceptance of neoliberal ideology
2. Trend towards outsourcing in recent times.

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

9. Consider the following statements- In the course of Waldo-Simon debate on the theme of 'Science' of administration; Waldo questioned Simon's 'facts-values' division, as-

1. An attempt to retain efficiency as core value of administration.
2. A way of purging administration of politics.
3. Making the mere logical division of politics and administration.

Which of the statements given above are correct?

- (A) 1 and 2 only
- (B) 2 and 3 only
- (C) 1 and 3 only
- (D) 1, 2 and 3

10. Assertion (A) : The New Public Management is a mere extension of New Public Administration.

Reason(R): The Second Minnow brook Conference followed the First Minnow brook Conference after twenty years.

**Codes:**

- (A) Both (A) and (R) are individually true and (R) is the correct explanation of (A)  
(B) Both (A) and (R) are individually true but (R) is not the correct explanation of (A)  
(C) A is true but (R) is false  
(D) (A) is false but (R) is true
11. Who among the following further developed the Politics-Administration dichotomy-a fairly constant line of thought at the initial stages of the evolution of Public Administration?  
(A) F.L. Fayol  
(B) L. Gulick  
(C) L. Urwick  
(D) F. Goodnow
12. The Second Minnow brook Conference (1988) discussed majorly about which one of the following?  
(A) Nomological deductivism  
(B) Professionalization of public administration  
(C) Debureaucratization of administration  
(D) All inclusiveness of the term 'Public'
13. "We are no longer confronted with several Administrative Sciences, but with one which can be applied equally well to public and private affairs".  
These views are assigned to whom?  
(A) Frederick Taylor  
(B) L. Urwick  
(C) Henri Fayol  
(D) Frank Goodnow
14. "Administration is a moral act and an administrator is a moral agent". This statement is credited to whom among the following?  
(A) L.D. White  
(B) F.A. Nigro  
(C) O. Tead

- (D) C. Merriam
15. Where was the first position of ombudsman instituted to safeguard the rights of citizens?
- (A) Austria  
(B) Sweden  
(C) Finland  
(D) Denmark
16. Consider the following statements in respect of reforms in the civil service in the U.K.
1. The Fulton Committee found overriding predominance of generalists in the civil service
  2. The Fulton Committee found inadequate use of skilled managers in the civil service
  3. After the Fulton Committee Report, a Civil Service Department was established for the central management of the civil service
- Which of the statements given above are correct?
- (A) 1 and 2 only  
(B) 2 and 3 only  
(C) 1 and 3 only  
(D) 1, 2 and 3
17. The Masterman Committee referred to-
- (A) Service conditions of the British civil servants  
(B) Political activities of the British civil servants  
(C) Training of the British civil servants  
(D) Functioning of Whitley Councils in Britain
18. Who among the following is the author of History of the United States Civil Service?
- (A) John W. Burgess  
(B) Woodrow Wilson  
(C) Paul P. Van Riper  
(D) Leonard D. White
19. 'Great technical corps of the State and 'Great administrative corps of the State' pertain to the civil service of which one of the following countries?

- (A) US
- (B) UK
- (C) France
- (D) Japan

20. Consider the following statements:

1. Like India, the same system of Courts administering both the Union and State laws as are applicable to the cases coming up for adjudication, is followed in the USA.
2. In the administrative set-up of the USA the Secretaries (Cabinet Officers) hold office during the pleasure of the President.
3. The Governor of a State in the USA is elected by direct vote over the whole State.

Which of the statements given above are correct?

- (A) 1 and 2 only
- (B) 2 and 3 only
- (C) 1 and 3 only
- (D) 1, 2 and 3

21. Which of the following constitutional provisions facilitate Union central over States in India?

1. All-India services
2. Grants-in-aid
3. Inter-State Councils

Select the correct answer using the code given below :

- (A) 1 and 2 only
- (B) 2 and 3 only
- (C) 1 and 3 only
- (D) 1, 2 and 3

22. Which one of the following committees Reports recommended the establishment of the institutions of Lokpal and Loka-yukta?

- (A) Gorwala Report
- (B) The Appleby Reports

- (C) (First) Administrative Reforms Committee  
(D) Ashok Mehta Committee

23. Which one of the following is the correct statement!

- (A) Vestibule training is a form of training imparted in the actual work environment  
(B) Vestibule training does not allow the trainee to deal with all kinds of problems associated with his major work-area.  
(C) In vestibule training, there is lot of interference from the supervisor of the actual ongoing operations  
(D) The trainees work in simulated work environment

24. Match List-I with List-II and select the correct answer using the code given below the lists:

List-I

List-II

(Commission/Committee)

(Subject)

India before Independence)

- (A). Aitchison Commission  
(B). Islington Commission

1. Reorganization of the Secretariat System.  
2. To enhance the entry of the Indians into the Superior-civil Services

(C). Tottenham Commission

3. Division of the Civil Commission Services in India into Imperial Services, Provincial Services and subordinate Services

Code:

	A	B	C
(A)	2	3	1
(B)	2	1	3
(C)	2	1	3
(D)	3	1	2

25. Consider the following statements-

1. There is no provision in the Constitution of India to provide for immunity of the Union property from State taxation, and property and income to a state from Union taxation

2. There is provision of the Constitution of India which empowers the President of India to establish and Inter State Council for coordination between States.

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

26. Which of the following is /are the issue (s) on which recommendations to be made by the Finance Commission to the President of India are specified in the Constitution of India?

1. The principle which should govern the grants-in-aid of the revenues of the States are of the Consolidated Fund of India
2. Measures needed to augment the Consolidated Fund of a State to supplement the resources of the Panchayats in the State
3. Measures needed to augment the Consolidated Fund of a State to supplement the resources of the Municipalities in the State

Select the correct answer using the code given below :

- (A) 1, 2 and 3
- (B) 2 and 3 only
- (C) 1 only
- (D) 2 only

27. An exceptional grant under Article 116 of the Constitution of India is regarded as-

- (A) An advance on account of estimated expenditure for a part of any financial year pending completion of procedure for voting of grant
- (B) A grant for meeting an unexpected demand on account of indefinite character of the service which cannot be stated with details
- (C) A grant forming no part of current service of any financial year
- (D) All the above

28. Who is the Chairman of the Committee of Infrastructure constituted in the year 2004?

- (A) Prime Minister  
(B) Union Minister of Shipping, Road Transport and Highways  
(C) Union Finance Minister  
(D) Cabinet Secretary
29. Which one of the following committees/report recommended for the creation of Committee on Public Undertakings?  
(A) Krishna Menon Committee  
(B) Ashok Chanda Committee  
(C) Gorwala Report  
(D) T. Krishnamachari Committee
30. Which of the following fall within the duties of the Controller and Auditor-General of India?  
1. To audit and report of the receipts and expenditure of all bodies and authorities substantially financed from the Union or State revenues  
2. To audit the receipts and expenditure of each State to satisfy himself that the rules and procedures in that behalf are designed to secure an effective check on the assessment, collection and proper allocation of revenue.  
Select the correct answer using the code given below :  
(A) 1 only  
(B) 2 only  
(C) Both 1 and 2  
(D) Neither 1 nor 2
31. Which one of the following statements is correct?  
(A) Zero-base budgeting is preferred for smaller public sector organizations  
(B) Zero-base budgeting is preferred for larger public sector organizations  
(C) Zero-base budgeting is not preferred for declining organizations  
(D) Zero-base budgeting evaluates only a few organizational activities to allot funds
32. Match List-I with List-II and select the correct answer using the code given below the lists:  
List-I

(Subject)

- |  |             |
|--|-------------|
| (A) Finance, Property, Contracts and Suits     | 1. Part V   |
| (B) The Union Judiciary                        | 2. Part XII |
| (C) The Executive of States                    | 3. Part XI  |
| (D) Relations between the Union and the States | 4. Part VI  |

Code:

	A	B	C	D
(A)	4	3	2	1
(B)	2	1	4	3
(C)	4	1	2	3
(D)	2	3	4	1

33. Consider the following statements-

1. There is bar to the selection of a Governor of a State from amongst the members of the Legislature of the State
2. The original plan in the Draft Constitution of India was to have an elected Governor but in the Constituent Assembly it was replaced by the method of appointment by the President of India
3. The method of appointment of a Governor of a State by the President of India is repugnant to the federal systems of the United States of America and Australia

Which of the statements given above are correct?

- (A) 1, 2 only  
(B) 1 and 2 only  
(C) 2 and 3 only  
(D) 1 and 3 only

34. Consider the following statements-

1. The Public Enterprises Selection Board works under the administrative control of the Ministry - of Company Affairs, Governments of India
2. The posts of Chief Vigilance Officers in the Central Public Sector Undertakings can be filled only by the officers of the Central Public Sector Undertakings



Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

35. Consider the following statements-

1. The Department of Economic Affairs Ministry of Finance, Governments of India is the nodal agency for the Economic Advisory Council of the Prime Minister
2. Dr. Suresh Tendulkar is the current Chairman of the Economic Advisory Council of the Prime Ministry

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 1, 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

36. Assertion (A) : District Collectors were appointed as the Principal Census Officers of the respective districts to conduct the Census of 2001.

Reason (R) : Census is a subject in the Union List in the Seventh Schedule of the Constitution of India.

Codes:

- (A) Both A and R are true and R is the correct explanation of A.
- (B) Both A and R are true but R is NOT a correct explanation of A
- (C) A is true but R is false
- (D) A is false but R is true

37. Assertion (A): Notwithstanding the introduction of Provincial Autonomy, the Government of India Act, 1935 retained control of the Central Government over the Provinces in a certain sphere.

Reason (R): The Governor was required to act in his own discretion in certain matters for which he was to act without ministerial advice and under the control and directions of the Governor-General.

Codes:

- (A) Both A and R are true and R is the correct explanation of A.
- (B) Both A and R are true but R is NOT a correct explanation of A
- (C) A is true but R is false
- (D) A is false but R is true

38. Which of the following officers of the agricultural department is/are most prominently associated with the formulation of policies at the state level?
- (A) The director of agriculture
  - (B) The secretary of the department concerned.
  - (C) Both the secretary and the director of agriculture.
  - (D) Directors, joint directors and district officers of agriculture.
39. Nagar Palika bill was first introduced in Parliament during the prime minister ship of
- (A) V P Singh
  - (B) Chandrashekhar
  - (C) Rajiv Gandhi
  - (D) Narasimha rao
40. Unlike the British Civil Service, the Indian Civil Service is based on
- (A) Principles of parliamentary democracy.
  - (B) Principles of welfare state.
  - (C) Generalist-specialist dichotomy,
  - (D) Responsibility and accountability in hierarchy.
41. The correct constitutional position regarding the Governor is that the
- (A) Governor acts on the advice of the Prime Minister. .
  - (B) Governor acts on the advice of the President of India.

- (C) Governor acts on the advice of the chief minister of the state.
- (D) Governor acts on the advice of the Council of Ministers of the state.

42. Consider the following statements:

Assertion (A): In the matters of appointment and dismissal of ministers, the chief minister's word is final

Reason (R): Governor appoints the leader of the majority party as the chief minister and on his advice appoints other ministers.

In the context of the above two statements which one of the following is correct ?

- (A) Both A and R are true and R is the correct explanation of A.
- (B) Both A and R are true but R is not a correct explanation of A.
- (C) A is true but R is false.
- (D) A is false but R is true.

43. The ministers in the Council of Ministers at the state level are appointed by

- (A) President of the Party
- (B) Governor
- (C) Chief Minister
- (D) Prime Minister

44. Which of the following are the objectives of the Community Development Programme?

1. Agriculture development
2. Economic development
3. Development of free and compulsory education
4. Provision of proper health care facilities

Choose the correct answer from the codes given below:

- (A) 1, 2 and 4
- (B) 1, 2, 3 and 4
- (C) 1, 2 and 3
- (D) 2, 3 and 4

45. In a developing society like that of India, the dominant role of public administration is one of

- (A) Law and order
- (B) Revenue mobilization
- (C) Socio-economic reconstruction
- (D) Participative management

46. The Planning Commission is

- (A) a line agency
- (B) an auxiliary agency
- (C) a constitutional agency
- (D) a staff agency

47. Which of the following cannot be regarded as the means of public control over the administration?

1. System of election
2. System of recall
3. Consultative committees
4. Parliamentary committees

Choose the correct answer from the codes given below:

- (A) 1 and 2
- (B) 2 and 3
- (C) 3 and 4
- (D) 1 and 4

48. How many types of Research

- (A) Basic or fundamental research
- (B) Applied research
- (C) Both a and b
- (D) none of above

49. Which of the following pairs is correctly matched with regard to the theories of motivation?

- (A) Goal Setting Theory - William Ouchi and Alfred Jaeger
- (B) Theory Z - David McClelland

- (C) Achievement Motive - Edw in Lockie
- (D) Attribution Theory - Harold Kelley

50. Which of the following are true about Herzberg hygiene factors?
1. They are also known as maintenance factors
  2. Their presence leads to satisfaction
  3. They reflect the Adam nature of man
  4. Company policy and administration is the most important hygiene factor
- (A) 1 and 3
  - (B) 1,3 and 4
  - (C) 3 and 4
  - (D) 2,3 and 4

### **PAPER - III**

1. The second Minnowbrook Conference (1988) discussed majorly about which one of the following?
  - (A) Nomological deductivist
  - (B) Professionalization of public administration
  - (C) Debureaucratization of administration
  - (D) All inclusiveness of the term 'Public'
2. The World Bank's view did not espouse which one of the following?
  - (A) An increased role of NGOs in governance of developing countries
  - (B) A more meaningful role by public servants in development
  - (C) Higher weightage to market forces of privatization
  - (D) Induction of sophisticated technology even without an adequate infrastructure

3. Match List I with List II and select the correct answer using the codes given below the lists:

**List I**

A. Public Administrative studies have to be comparative to claim the status of a science

B. Development administration is goal and action oriented

C. Bureaucratic structures are necessary but not sufficient

D. Development is both process and purpose

**List II**

1. Weidner

2. Hahn-Been Lee

3. R. Dahl

4. V. Ostrom

	A	B	C	D
(A)	3	2	4	1
(B)	4	1	3	2
(C)	3	1	4	2
(D)	4	2	3	1

4. According to classical theorists, how is co-ordination as a continuous process of harmonious ordering of various parts of an administrative organization characterized?

1. It is the ultimate task of the head of the organization only.
2. It can be effectively achieved through hierarchisation of authority.
3. It can be facilitated through staff agencies.

Select the correct answer using the codes given below :

(A) 1 and 2

- (B) 2 and 3
- (C) 1 and 3
- (D) 1, 2 and 3

5. Effective public participation in development projects majorly needs which of the following?

1. Occasional consultation.
2. Active association with the whole project cycle.
3. Administrative initiative more than people's initiative.
4. Gender sensitivity.
5. Poverty sensitivity.

Select the correct answer using the codes given below :

- (A) 1, 2 and 3
- (B) 2, 4 and 5
- (C) 2, 4 and 5
- (D) 1, 4 and 5

6. **Assertion (A)** : The systems approach is criticized on the ground that it lacks the property of direct application to practical situations.

**Reason (R)** : It is descriptive, probabilistic and multivariate.

**Codes** :

- (A) 'A' and 'R' are individually true and 'R' is the correct explanation of 'A'
- (B) 'A' and 'R' are individually true, but 'R' is not the correct explanation of 'A'
- (C) 'A' is true, but 'R' is false
- (D) 'A' is false, but 'R' is true

7. Participative style of leadership became popular during and after thereof which one of the following?
- (A) Systems Theory  
 (B) Behavioural Theory  
 (C) Human Relations Theory  
 (D) Scientific Management Theory
8. Match List I with List II and select the correct answer using the codes given below the lists:

**List I (subject)**

**List II (Related to)**

- |                                  |                                  |
|----------------------------------|----------------------------------|
| A. Non-programmed decisions      | 1. Lower-level managers          |
| B. Programmed decisions          | 2. Upper-level managers          |
| C. Emphasis on data storage      | 3. Decision support system       |
| D. Emphasis on data manipulation | 4. Management information system |

**Codes :**

- |     | A | B | C | D |
|-----|---|---|---|---|
| (A) | 2 | 1 | 3 | 4 |
| (B) | 1 | 2 | 3 | 4 |
| (C) | 1 | 2 | 4 | 3 |
| (D) | 2 | 1 | 4 | 3 |

9. Which of the following has/have been granted exemption from disclosure under the Right to Information Act 2005 unless the competent authority is satisfied that larger public interest warrants the disclosure of the relevant information?



1. Information in respect of intellectual property, the disclosure of which would harm the competitive position of a third party.
2. Information available to a person in his fiduciary relationship.

Select the correct answer using the codes given below :

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

10. Match List I with List II and select the correct answer using the code given below the lists:

**List I**

- A. Davis Committee
- B. Masterman Committee
- C. Second Hoover Committee
- D. Franks Committee

**List II**

- 1. Political activities of civil servants
- 2. Senior Executive Service
- 3. Official Secrets Act
- 4. Method II

	A	B	C	D
(A)	4	1	2	3
(B)	2	3	4	1
(C)	4	3	2	1
(D)	2	1	4	3

11. Consider the following statements:

Ethics Reforms Act, 1989 passed by the U.S. Congress was an improvement over the Ethics in Government Act of 1978 in that

1. It extended the provisions of the 1978 Act to the federal judiciary and legislature as well.
2. It created the Office of Personnel Management and Office of Government Ethics.
3. It led to the appointment of Special Prosecutor in the Department of Justice and a legal counsel in the Senate.
4. It did none of the above except changing the title of the Act.

Which of the statements given above is/are correct?

- (A) 1 and 2 only
- (B) 1, 2 and 3
- (C) 4 only
- (D) 1 and 3

12. The Department of Land Resources is part of which one of the Union Ministries?

- (A) Ministry of Housing and Urban Poverty Alleviation
- (B) Ministry of Rural Development
- (C) Ministry of Earth Science
- (D) Ministry of Environment and Forests

13. Which of the following functions have been laid down in the 12th Schedule of the Constitution of India for the municipalities?

1. Urban poverty alleviation.
2. Planning for economic and social development

3. Regulation for tanneries.

4. Urban forestry.

Select the correct answer using the codes given below :

(A) 1, 2 and 3

(B) 2, 3 and 4

(C) 1 and 4

(D) 1, 2, 3 and 4

14. Dwight Waldo and Herbert Simon challenged politics-administration dichotomy for different reasons. Which one of the following reasons may be attributed to Waldo?

(A) It is difficult to unbundle politics from administration and vice versa

(B) Administrative decisions involved questions of facts as well as off values

(C) Politics-administration formula was an attempt on the part of the Public Administration to fulfill the demarcation of administrative jurisdiction

(D) Administration is what the administrators do, just as politics is what the politician do

15. Which one of the following is not true for the attributes of New Public Administration?

(A) Based on normative political theory

(B) Administration with social concerns, humanism, participation and democracy/decentralization

(C) Scientism and fact-value separation

(D) Emphasis on the ethical dimension of Public Administration

16. A number of streams run through the 'Open Model' of organization theory's overarching framework. Which one of the following falls outside this typology of streams?

- (A) Administrative or generic management
- (B) Organization development
- (C) Human relations school
- (D) Organization-environment interaction

17. Why did James Mboney describe the Principle of Coordination as the first principle of organization?

- 1. It is an all-inclusive principle which provides unity of action.
- 2. It expresses unity of action in pursuit of a common purpose.
- 3. It contains devices for distribution of authority.
- 4. It makes leadership imperative.

Select the correct answer using the code given below :

**Code :**

- (A) 1, 2 and 4
- (B) 1 and 3
- (C) 2 and 4
- (D) 1, 2, 3 and 4

18. The most widely used model of the communication process that evolved from the work of Schannon, Weaver and Schramm includes the following:

- |                    |             |
|--------------------|-------------|
| 1. Source          | 2. Receiver |
| 3. Encoder         | 4. Decoder  |
| 5. Message Channel | 6. Feedback |
| 7. Noise           |             |

Which one of the following is the proper sequence of the above?

- (A) 1-3-5-6-7-2-4
- (B) 1-3-5-4-2-6-7
- (C) 2-4-5-6-7-1-3
- (D) 3-4-2-6-7-5-1

19. In which one among the following books, the idea of 'sunk costs assumed theoretical significance?

- (A) Aaron Wildavsky's 'The Politics of the Budgetary Process'
- (B) Herbert Simon's 'Administrative Behavior'
- (C) Dwight Waldo's 'The Administrative State'
- (D) Anthony Downs' 'An Economic Theory of Democracy'

20. In comparative Public Administration, there is

1. Search for a theory of Public Administration.
2. Practical application of knowledge.
3. Comparative analysis of ongoing problems of Public Administration.
4. Neglect of cultural factors from comparative analysis of administrative systems.

Select the correct answer using the code given below :

**Code :**

- (A) 1, 2 and 3
- (B) 2 and 3
- (C) 1 and 3
- (D) 1, 2 and 4

21. Commenting on the relationship between political development and administrative development, Fred Riggs advocated that a strong bureaucracy is
- (A) Mostly helpful to political development
  - (B) Inimical to political development
  - (C) Somewhat helpful to political development
  - (D) Neither helpful nor inimical to political development
22. Haileybury School is associated with
- (A) British Indian Army
  - (B) Indian Civil Service
  - (C) British Indian Judiciary
  - (D) British Indian Press
23. The Masterman Committee of Britain deals with
- (A) Service conditions of civil servants
  - (B) Political activities of civil servants
  - (C) Functioning of Whitley Councils
  - (D) None of the above
24. In which one of the following approaches to decision-making the bureaucrat is portrayed in a self-aggrandizing and budget-maximizing role?
- (A) Rational approach
  - (B) Participative approach
  - (C) Bargaining approach

(D) Public choice approach

25. A Money Bill deals with

1. Abolition and regulation of any tax.
2. Giving any guarantee by the Government of India for borrowing of money.
3. Custody of Public Account.
4. Withdrawal of money from Contingency Fund of India.

Select the correct answer using the code given below :

**Code :**

- (A) 1 and 2
- (B) 1, 2, 3 and 4
- (C) 1, 2 and 4
- (D) 3 and 4

26. **Statement I** : Usually a vote on account is discussed in detail and voted upon by the Parliament.

**Statement II** : A vote on account empowers the Lok Sabha to make a grant in advance for a part of the financial year pending completion of the budgetary process.

Select the correct answer using codes given below :

**Code :**

- (A) Both the statements are individually true and statement II is the correct explanation of statement I.
- (B) Both the statements are individually true but statement II is not the correct explanation of statement I.

(C) Statement I is true but statement II is false.

(D) Statement I is false but statement II is true.

27. In which of the following circumstances, courts are debarred to interfere in electoral matters?

1. Delimitation of constituencies.

2. Allotment of seats to the constituencies.

3. Election petition presented to appropriate authority provided under the law.

4. Election results.

Select the correct answer using the code given below:

**Code :**

(A) 1, 2, 3 and 4

(B) 2 and 3

(C) 1 and 4

(D) 1, 2 and 3

28. As per the sixth schedule to the Constitution of India, the rules for the first Constitution of District and Regional Councils are prepared by

(A) The Ministry of Home, Government of India

(B) The Chief Minister in consultation with existing tribal councils or other representative tribal organizations of the region

(C) The Governor in consultation with existing tribal councils or other representative tribal organization of the region

(D) The State Legislature



29. Which one of the following is not correct regarding the Comptroller and Auditor General (CAG) of India?
- (A) His salary and other service conditions are determined by the Parliament
  - (B) He shall take an oath before the President
  - (C) He may also take an oath before any other person appointed on behalf of the President
  - (D) He can be removed on the grounds as in case of a Judge of High Court
30. **Statement I** : Almost all the states in USA are required by law to balance their budgets each year.
- Statement II** : Frustrated by the growing deficit budgets. The US Congress committed an act of extraordinary rarity: it increased the budget-making power of the President by enacting the Line Item Veto Act of 1996
- (A) Both the statements are individually true and Statement II is the correct explanation of Statement I.
  - (B) Both the statements are individually true but Statement II is not the correct explanation of Statement I.
  - (C) Statement I is true but Statement II is false.
  - (D) Statement I is false but Statement II is true.
31. In the council-Manager form of city government of USA, the Mayor used to be a ceremonial head. The current trend, however, is towards directly elected full-time Mayor having greater control over city bureaucracy. Due to these structural changes, the Council-Manager cities are now called
- (A) Strong-Mayor cities

- (B) Adapted cities
- (C) Mayor-Council cities
- (D) Manager-Council cities

32. Which of the following are the recommendations of the 2nd Administrative Reforms Commission?

1. Creation of autonomous personnel boards on a statutory basis for assisting the high-level potential authorities.
2. At the higher level-say the Joint Secretary level-all posts should be open for recruitment from a wide variety of sources including the open market.
3. Constitutional safeguards provided to civil servants under Article 311 should be considered sacrosanct.
4. The specialist should not be required to play second fiddle to the generalist at the top.

Select the correct answer using the code given below :

**Code :**

- (A) 1 and 2
- (B) 2 and 4
- (C) 1, 2 and 4
- (D) 1, 3 and 4

33. Which one of the following statements is not correct regarding the changing role of the District Collector after independence?

- (A) The Collector is vested with powers under various Central and State laws either by express provisions or by delegation

(B) The emergence of several technical departments at the district level under the State has reduced the Collector's authority

(C) Even in times of natural calamities, the Collector's supremacy no longer prevails

(D) The Collector's role in rural development is affected by his relationship with the Zila Parishad

34. Who of the following is not appointed by the Governor?

(A) State Council of Ministers

(B) State Advocate General

(C) State Director General of Police

(D) Members of State Public Service Commissions

35. Which one of the following is not a function of a State Finance Commission?

(A) Determination of taxes, duties and tolls which may be assigned to Panchayats

(B) Grant-in-aid to Panchayats from Consolidated Fund of the Union Government

(C) Measures to improve financial position of Panchayats

(D) Distribution of the net proceeds of fees leviable by the State between the State and Panchayats

36. Match List-I with List-II select the correct answer using the code given below the Lists:

**List I (Scholar)**

**List II (Significance of Public Administration)**

A. P.A. Nigro

1. Its real core consists of the basic services

B. H. Fayol

2. A great creative force with men's welfare as its ideal.

C. P. Appleby

3. No government can exist without it

D. D. Waldo

4. Its processes are universal

5. Its chief function is to facilitate social change

**Code :**

	A	B	C	D
(A)	1	3	4	2
(B)	5	1	3	4
(C)	4	5	2	1
(D)	1	4	3	2

37. Which of the following concepts find prominence in public choice theory?

1. Competition
2. Efficiency
3. Public Utility Maximization
4. Marketization

Select the correct answer using the code given below :

- (A) 1, 2 and 4  
(B) 1 and 3  
(C) 2 and 3  
(D) 2, 3 and 4

38. Consider the following statements:

The discourse theory of post-modern Public Administration as propounded by Fox and Miller believes in

1. Pluralistic perspective on public policy.
2. Deterministic approach to public policy.
3. De jure nature of public policy.
4. Public Administration as a public energy field

Which of the statements given above is/are correct?

- (A) 2 and 3  
(B) 1 and 2  
(C) 4 only  
(D) 1 and 4

39. Consider the following paradigms in the evolution of the discipline of Public Administration as proposed by Nichols Herary:

1. Politics / Administration dichotomy
2. Public Administration as political science.
3. Public Administration as management.
4. Principles of administration.
5. Public Administration as Public Administration.

Which one of the following is the correct order of the above?

- (A) 2-1-4-5-3

(B) 1-4-2-3-5

(C) 4-2-1-5-3

(D) 1-4-3-2-5

40. On which of the following does span of control depend?

1. Personality of the superior.
2. Nature of work to be supervised.
3. Age of the organization.
4. Calibre of the subordinates.
5. Delegation of authority.

Select the correct answer using the code given below :

(A) 1 2, 4 and 5

(B) 3, 4 and 5

(C) 1, 2 and 3

(D) 1, 2, 3, 4 and 5

41. According to Chester Barnard, which of the following are the characteristics of organizational decisions?

1. They are impersonal.
2. They cannot be delegated.
3. They are specialized.
4. They result from logical thought processes.

Select the correct answer using the code given below :

(A) 1, 3 and 4

- (B) 1 and 2
- (C) 2, 3 and 4
- (D) 1, 2, 3 and 4 .

42. Which of the following statements is/are correct of the writ of prohibition?

1. It is an order issued by a higher court commanding a lower court to cease from proceeding in some matters not within its jurisdiction.
2. It can be claimed by an aggrieved party as a matter of right.

Select the correct answer using the code given below :

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

43. Which of the following statements regarding civil services in Japan is/are correct?

1. The NPA and MCA are its principal controlling and coordinating agencies.
2. The Japanese higher civil service is elitist.

Select the correct answer using the code given below :

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

44. Consider the following statements:

Indicative planning indicates the

1. Broad direction of development.
2. Long-term goals in strategic areas.
3. Exclusive areas of government planning.

Which of the statements given above is / are correct?

- (A) 1 and 2
- (B) 1, 2 and 3
- (C) 3 only
- (D) 1 and 3

45. Which one of the following is a Parliamentary Standing Committee?

- (A) Committee on Draft Five-Year Plan
- (B) Railway Convention Committee
- (C) Business Advisory Committee
- (D) Joint Committee on Fertilizer Pricing

46. Which one of the following recommended the separation of the regulatory and development functions at the district level?

- (A) Dantwala Committee
- (B) Hanumantha Rao Committee
- (C) Administrative Reforms Commission
- (D) G. V. K. Rao Committee



47. Consider the following statements:

1. The closed model of organization is based on the premise that what is good for the individual is also good for the society.
2. The closed model of organizations distinguishes between citizens and bureaucrats.
3. According to closed model theorists, virtually everyone in society is encased in some sort of organization.

Which of the statements given above is/are correct?

- (A) 1, 2 and 3
- (B) 1 and 3
- (C) 3 only
- (D) 2 only

48. Which one of the following is not correct?

- (A) Part IX of the constitution of India pertaining to the Panchayats provided for setting up of a Finance Commission
- (B) Part IX of the Constitution of India pertaining to the Panchayats provided for vesting all elections to the panchayats in a State Election Commission
- (C) Part IX of the Constitution of India pertaining to the Panchayats provided for reservation of posts of chairpersons at the village level or any other level for the scheduled Castes, Scheduled Tribes and women
- (D) Organizations of village Panchayats is not included in the Directive Principles of State Policy

49. Which one of the following is not a characteristic of an organic model of organizational design?
- (A) Cross-functional teams.
  - (B) Participative decision making.
  - (C) Low formalization.
  - (D) Limited information network.
50. Yehezkel Dror is known for his contribution to which one of the following areas?
- (A) Motivational analysis in an organization
  - (B) Organizational structure
  - (C) Policy planning and strategic issues
  - (D) Communication channel in an organization
51. We are no longer confronted with several Administrative Sciences, but with one which can be applied equally well to public and private affairs.
- The view is assigned to whom?
- (A) Frederic Taylor
  - (B) L. Urwick
  - (C) Henri Fayol
  - (D) Frank Goodnow
52. Consider the following statements.

1. The chairperson of every District Planning Committee shall forward the development plan as recommended by such Committee to the Governor of the State.

2. Not less than two-thirds of the total number of members of the District Planning Committee shall be elected, from amongst the elected members of the panchayat at the district level and the Municipalities in the district.

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

53. In the context of All-India service, which one of the following mentioned in Article 312 of the Constitution of India?

- (A) All-India Service of Engineers
- (B) All-India Revenue Service
- (C) All-India Judicial Service
- (D) All-India Medical and Health Service

54. Which one among the following is mainly involved in the setting up of the National Foundation of Corporate Governance?

- (A) Securities Exchange Board of India (SEBI)
- (B) Indian Institute of Management, Ahmedabad
- (C) Union Ministry of Company Affairs
- (D) Union Ministry of Human Resource Development

55. Consider the following Statements:

1. Zero-Base Budget (ZBB) cannot coexist with other budgetary concepts and processes
2. Planning Programming Budgeting (PPB) can identify issues, set objectives, or determine alternative ways of conducting programmes.

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

56. Consider the following statements about leadership theories :

1. Fiedler contingency model focuses on the role of stress as a form of situational unfavourableness and how a leader's intelligence and experience influence his reaction to stress.
2. Cognitive resources theory proposes that effective group performance depends upon the proper match between the leader's style and the degree to which the situation gives control to the leader.

Which of the statements given above is/are correct?

- (A) 1 only
- (B) 2 only
- (C) Both 1 and 2
- (D) Neither 1 nor 2

57. Assertion 'A' : The (First) Administrative Reforms' Commission recommended that a part of the recruitment process to the IAS and other services should be made on the lines of the Method II Examination (used in the UK for selection in the Service) was not accepted by the Kothari Committee

Reason 'R' : The Kothari committee considered the element of subjectivity on the part of examiners in the Method II Examination too great to be acceptable.

- (A) Both A and R are individually true and R is the correct explanation of A
- (B) Both A and R are individually true but R is not the correct explanation of A
- (C) A is true but R is false
- (D) A is false but R is true

58. The second schedule of the Constitution of India does not contain the provisions for whom among the following persons?

- (A) The president
- (B) The Speaker of the House of People
- (C) The Comptroller and Auditor-General of India
- (D) The Chairman, Union Public Service commission

59. Assertion 'A' : Notwithstanding the introduction of provincial autonomy, the government of India act, 1935 retained control of the central government over the provinces in a certain sphere.

Reason 'R' : The Governor was required to act in his own discretion in certain matters for which he was to act without ministerial advice and also under the control and directions of the Governor-General.

- (A) Both A and R are individually true and R is the correct explanation of A
- (B) Both A and R are individually true but R is not the correct explanation of A
- (C) A is true but R is false
- (D) A is false but R is true

60. Among the seven vital organs of the state (saptang), Which one of the following was not included by kautilya in his arthashastra?

- (A) Danda (Army)
- (B) Mitra (Aly)
- (C) Janpada (Territory)
- (D) Purohita (Priest)

61. Who opined that one finds the features of Bureaucratic Model of Max Weber reflected in the French Higher Civil service?

- (A) Brian Chapman
- (B) Herman Finer
- (C) Michael Crozier
- (D) Jean Blondel

62. Which one of the following is correctly expressed in respect of motivation of an employee in an organization?

(A)  $\text{Motivation} = \frac{\text{Expectancy} \times \text{Instrumentality}}{\text{Valence}}$

(B)  $\text{Motivation} = \frac{\text{Valence} \times \text{Instrumentality}}{\text{Expectancy}}$

(C) Motivation =  $\frac{\text{Valence} \times \text{Expectancy}}{\text{Instrumentality}}$

(D) Motivation = Expectancy × Instrumentality × Valence

63. In respect of the Organizational Configuration model given by Henry Mintzberg, which of the following pairs are correctly matched?

- |                                      |   |                          |
|--------------------------------------|---|--------------------------|
| 1. Standardization of output         | : | Diversified organization |
| 2. Mutual adjustment                 | : | Innovative organization  |
| 3. Standardization of work processes | : | Shop-floor organization  |

Select the correct answer by using the codes given below :

- (A) 1 and 2  
(B) 2 and 3  
(C) 1 and 3  
(D) 1, 2 and 3

64. Who, among the following is the author of Development Administration: Concepts, Goals and Methods?

- (A) F. W. Riggs  
(B) George Gant  
(C) Ferrel Heady  
(D) E.W. Weidner

65. Which of the following contingency factors impact on the extent of delegation in an organization?

1. The size of the organisation

2. The importance of duty or decision

3. Complexity of the task

Select the correct answer by using the codes given below :

(A) 1 and 2

(B) 2 and 3

(C) 1 and 3

(D) 1, 2 and 3

66. Recruitment to the higher civil services in India is based on the recommendations of which of the following Committee/Commission Reports?

1. Paul Appleby

2. Macaulay

3. Hanumanthiah

4. D.S. Kothari

Select the correct answer using the code given below :

(A) 1, 2 and 4

(B) 2 and 3

(C) 1, 3 and 4

(D) 2 and 4

67. A Member of the UPSC may be removed on the ground of misbehavior by

(A) Both the House of Parliament by way of impeachment

(B) The president on the basis of enquiry by the Supreme Court

(C) The chairman of the UPSC



(D) The prime minister on the basis of the recommendation of the cabinet

68. The legacy of British rule in India includes which of the following?

1. Creation of the ICS ( Indian Civil Services)
2. Secretarial System
3. Local Self-government
4. Law and Order Administration

Select the correct answer using the code given below :

- (A) 1 and 2  
(B) 2 and 3  
(C) 3 and 4  
(D) 1, 2, 3 and 4

69. Which one of the following statements is not correct with regard to the Cabinet Secretary on India?

- (A) The office of the Cabinet Secretary was created in the year 1950  
(B) The cabinet secretary is the principal secretary to the prime minister  
(C) The cabinet secretary provide secretarial assistance to all cabinet committees  
(D) Tenure of the Cabinet Secretary is fixed for five years

70. Which of the following statements about separation of the Railway Budget from the General Budget of India are correct?

1. To introduce flexibility in railway finance management.
2. To facilitate a business approach to the railway policy.

3. To secure stability of the general revenues by providing an assured annual contribution from railway revenues.

4. To enable the railways to keep their profits for their own development.

Select the correct answer using the code given below :

(A) 2, 3 and 4

(B) 1 and 4

(C) 1, 2 and 3

(D) 1, 2, 3 and 4

71. The office of the Ombudsman like institution in the form of Parliamentary Commissioner for Administration in the United Kingdom was set up on the recommendation of which one of the following reports?

(A) Sir Johan Whyatt Report

(B) Northcote-Trevelyan Report

(C) Fullon Report

(D) Aitchison Report

72. By which one of the following Acts, the political activities of civil servants in the USA regulated?

(A) The Hatch Act of 1939

(B) The Civil Service Act of 1883

(C) The Remspeck Act of 1940

(D) The Taft-Hartley Act of 1947

73. Which one of the following is not correct with regard to the system theory of organization?

- (A) A system is characterized by parts and sub-parts
- (B) A change in one part affects changes in other parts
- (C) A system is characterized by dynamic disequilibrium
- (D) A system is open and interactive

74. Assertion 'A' : A system, constantly reacts to the outside environment and undergoes a process of change.

Reason 'R' : A system has an inherent survivability instinct, which increases its capacity to face changes.

- (A) Both A and R are individually true and R is the correct explanation of A
- (B) Both A and R are individually true but R is not the correct explanation of A
- (C) A is true but R is false
- (D) A is false but R is true

75. According to Graicunas law of relationships, if the number of subordinates in an organization is 8, which one of the following is the span of total relationships?

- (A) 100
- (B) 490
- (C) 1080
- (D) 2376

## ANSWER KEY

### PAPER – I

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	B	C	A	C	D	A	B	D	A	C	A	B	A	C	D	A	C	D	B	D
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	B	D	C	A	D	A	B	B	A	B	C	D	D	C	D	D	B	D	C	B
Question	41	42	43	44	45	46	47	48	49	50										
Answer	A	D	A	D	D	D	C	D	B	A										

## PAPER – II

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	B	D	A	C	A	C	C	C	A	D	D	D	C	C	B	D	B	C	C	B
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	D	C	C	B	B	A	C	A	A	A	D	B	D	A	D	B	C	B	C	B
Question	41	42	43	44	45	46	47	48	49	50										
Answer	D	A	B	B	C	D	C	C	C	C										

## PAPER – III

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	A	D	C	D	B	B	C	D	C	A	D	B	D	A	C	A	D	B	A	A
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	B	B	B	D	B	D	A	C	D	B	A	B	C	C	B	D	A	D	B	D
Question	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
Answer	A	A	C	A	B	D	D	D	D	C	C	D	C	C	C	C	C	D	C	D
Question	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75					
Answer	C	D	D	B	C	D	B	D	D	C	A	A	C	A	C					

## HINTS AND SOLUTIONS

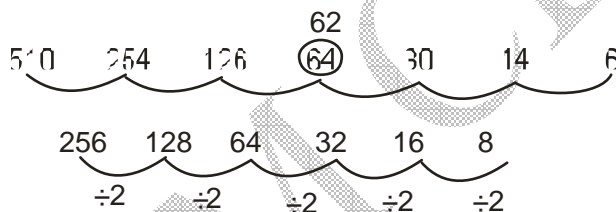
### PAPER – I

1. (B) An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.
2. (C) non verbal communication is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.
3. (A) Phonetics is a part of the English language which helps us to understand sounds of various alphabets. How an alphabet should sound is taught to us with the help of Phonetics.
- 4.(C) % increase =  $\frac{0.25 \text{ crore}}{1 \text{ crore}} \times 100$   
= 25 %
- 5.(D) for company A  
 $1 + 1.25 + 1.5 + 1.75 + 1.75 + 1.75 + 2$   
= 11 crore
- 6.(A)  $(2.5 - 1) \text{ crores} = 1.5 \times 100 \text{ 00 000}$   
= 150 00 000
- 7.(B) Total production of B  
=  $2.5 + 2.5 + 3 + 2.75 + 2.25 + 2.25 + 2.5$   
= 17.75  
Average production =  $\frac{17.75}{7} = 2.55$

- 8.(D)** In year 2004.
- 9.(A)** If sampled in reconnaissance mode, data limitation requires use of maximums. Results are screening level- not definitive.
- 10.(C)** If estimating average concentrations is planned  
Exposure units must be defined Must be considered in developing DQOs for project, or results may not be accepted.  
Sufficient samples are required 8-10 samples when contaminant concentrations vary within a narrow range 10-15 sample when concentrations are less predictable  
Calculate 90th Upper Confidence Limit (UCL)
- 11.(A)** Scatter plots Can be used to evaluate if constituents in subsurface are correlated and have the same or different sources.
- 12.(B)** Ratio plots Can be used to evaluate if ratios of constituents in subsurface are similar or different from those in indoor/outdoor air, potentially informing decisions about confounding ambient sources.
- 13.(A)** Qualitative data collection techniques were used as the primary research methods for this study. Participant and direct observation plus note taking were the most important techniques used.
- 14.(C)** qualitative data collection techniques were used as primary research methods. However in order to organize, classify and analyze the gathered information, we used graphs and statistics as a way to measure the students' level of improvement through the use of reading strategies
- 15.(D)** Production was at very low level.
- 16.(A)** Ethnic diversity of the people was not appropriately realized by the Central Government.
- 17.(C)** Central economic planning found to be difficult because autonomy was given to the States in certain matters
- 18.(D)** Because that time no common language emerged.

- 19.(B)** "The Indianisation of the Indian Civil Service" , can be cited as an exercise in democratic practice in India before Independence
- 20.(D)** The information to be collected in survey method are related to present position, aims of the research & the attainment of aim of research
- 21. (B)** Research is done for solving a business problem
- 22. (D)** A research problem is feasible only when it is researchable, it has some utility, and it is new .
- 23. (C)** One of the essential characteristics of research is usability.
- 24.(A)** A parliamentary system is a system of democratic government in which the ministers of the Executive Branch derive their legitimacy from and are accountable to a Legislature or parliament; the Executive and Legislative branches are interconnected. It is a political system in which the supreme power lies in a body of citizens who can elect people to represent them.
- 25.(D)** The Cabinet approved the proposal for enhancing reservation for women in Panchayats on from the present 33 per cent to 50 per cent with the provision being applicable to all seats filled through direct election, office of chairpersons and of offices reserved for SC/ST.
- 26.(A)** IVRI is situated in Izat Nagar.  
IAT is situated in Pune  
IISc is situated in Bangalore  
NIEPA is situated in Delhi.
- 27.(B)** Dr. P B Gajendragadkar was chairman of the UGC committee 1969 appointed for administrative legislation of the universities.
- 28.(B)** UGC has launched career oriented program in 1994-95.
- 29.(A)** The prime minister of India is appointed from the leading Party in Lok Sabha.
- 30.(B)** The study of interrelations between Organism and their environment is called ecology.

- 31.(C) The term ICT is now also used to refer to the convergence of audio-visual and telephone networks with computer networks through a single cabling or link system.
- 32.(D) Jim Corbett National Park was the first National Park established in India.
- 33.(D) Fossil fuels are fuels made by natural processes such as anaerobic decomposition of buried dead organisms.  
Ex. Oil, Natural gas, coal etc.
- 34.(C) Noise in excess of 80-100DB is called noise pollution.
- 35.(D) Effectiveness of teaching depends on Subject Understanding of the Teacher
- 36.(D) Verbal Guidance is least effective in the learning of Relationship.
37. (B) The participation of students will be maximum if Discussion Method is used for teaching.
- 38.(D) The primary responsibility of the teacher's adjustment lies with The Teacher himself
- 39.(C) The First Kindergarten was started by Freidrich Forebel
- 40.(B)



30, 64 is wrong & must be replaced by 62.

- 41.(A) Deductive reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises.
- 42.(D)  $(2)^2 = 4$ ,  $(5)^2 = 25 \Rightarrow 425$   
 $(2)^2 = 4$ ,  $(4)^2 = 16 \Rightarrow 416$   
 $(3)^2 = 9$ ,  $(5)^2 = 25 \Rightarrow 925$ .



43. (A) Such decisions as given in the statement are taken only after taking the existing vacancies into consideration. So, I implicit while II does not implicit.
44. (D) CD-ROM disk is the latest write-once optical storage media
45. (D) Domain Name identifies a specific web page and its computer on the Web.
46. (D) The required region is the one which is common only to the rectangle and circle and is not a part of either the triangle or square
47. (C) The required region is the one which lies inside the circle but outside the rectangle, square and triangle,
48. (D) The man in the photo is the son of the sister of Bajpai. Hence, Bajpai is the maternal uncle of the man in the photograph.
49. (B) Light Year is a unit of distance.
50. (A) Tsunamis are huge sea waves caused by earthquakes.

## PAPER – II

1. (B) New public management emphasis on Entrepreneurial Government office Management. Product management making management, financial management - are main factor of new public management.
2. (D) The field of public administration has a long history of popular reform movements. Many of these reforms have failed to deliver the improvements promised. The current "reinventing government" reforms, which follow largely from the writings of David Osborne and his coauthors, claim to establish a new governmental paradigm based on liberating employees and citizens to do their best and using new management methods to get the most out of what government does. However, a careful analysis of Osborne's chief works, Reinventing Government and Banishing Bureaucracy, reveals that their advice cannot be applied because it is inconsistent. No new paradigm is established, and, more importantly, because of the a historical nature of these texts, Osborne proposes discredited ideas for

administrative reform and misleads the reader concerning the significance of his observations. The reinvention of govt paradigm is customer orientation and it also has risk taking ability.

**3.(A)** The characteristics of new public Management are

1. Hands on Professional Management in Public Sector
2. Explicit standards and Measures of Performance
3. Greater Emphasis on Output Control
4. A shift to disaggregation of units in Public Sector
5. Emphasis on marketization and entrepreneurship.
6. Separation between strategic policy making and implementation.
7. Separation of units with a public section enterprise.
8. A stress on private sector style of management
9. A shift to greater competition
10. Stress on greater discipline and parsimony in resource use.

**4.(C)** Public administrative studies have to be comparative to claim the status of science – Hahr – Been Lee so Development adm. is goal & action oriented..  
Bureaucratic structure necessary but not sufficient - V. ostrom  
Development is both process and purpose - R. Dahl.

**5.(A)** According to vilfredo pareto. A change in economic organization that makes one or more members of society better off without making anyone work off.

**6.(C)** Woodrow Wilson is regarded as the founding father of the public administration as an academic discipline. This largely dry essay on public administration, published by Woodrow Wilson during the time he taught at Bryn Mawr College, makes a revolutionary argument for a professional centralized administration in the United States. Introducing a novel distinction between politics and administration, Wilson demands a bureaucracy that would govern independently from the elected branches of government. In doing so, he walls off the founding principles of consent of the governed and the separation of powers from the

emerging new science of administration. Woodrow Wilson laid the foundation for the study of Public Administration by his emphasis on-

1. A science of administration.
2. Efficiency, economy and effectiveness as lasting values of administration.
3. The need to study human behavior attitudes and actions.

**7.(C)** Robert Dahl's essay entitled The Science of public Administration: There problems published in 1947 identified three important problems in the evolution of a science of public administration.

i) The first problem arises from the frequent impossibility of excluding normative considerations from the problems of Public administration .Scientific means to achieve efficiency must be founded on some clarification of ends.

ii) The second problem arises from the "inescapable fact that a science of public administration must be a study of certain aspects of human behaviour". Dahl criticized the 'machine' concept of organization and argued that the study of administration must embrace the whole psychological man.

iii) The third problem relates to the conception of principles of administration. According to Dahl, "The study of public administration inevitably must become a much more broadly based discipline, resting not on a narrowly defined knowledge of techniques and processes, but rather extending to the varying historical, sociological, economic and other conditioning factors".

iv) Administrative behaviors are not predictable

**8.(C)** Public - private distinction in public administration is currently losing much of its original rigidity due to contemporary acceptance of neoliberal ideology and trend towards outsourcing in recent times.

**9.(A)** Waldo-Simon question Simon's facts-values, division as an attempt to certain efficiency as a core value of administration and a way of purging administration of politics.

**10.(D)** The new public management emphasis on Entrepreneurial group it involves market management finance management and production Management.

- 11.(D)** F. Goodrow development the politics - Administration dichotomy a fairly constant line of thought at the initial states of evolution of public administration.
- 12.(D)** Frederickson is responsible for coordinating the second Minnowbrook Conference, Minnowbrook II, held in 1988. The conference was held at Syracuse University's conference center in the Adirondack Mountains. Lasting a total of four days, Minnowbrook II gave Frederickson and his colleagues the chance to reexamine the impacts of Minnowbrook I on the field of Public Administration. "Issues discussed included privatization, social equity, the impact of market economics on public administration and very early evidence of the effect of information technology on public management processes.
- 13.(C)** Henri Fayol (born 1841 in Istanbul; died 1925 in Paris) was a French management theorist. His theories were published in a monograph titled *General and Industrial Management* (1916). This is an extraordinary little book that offers the first theory of general management and statement of management principles.
- Fayol's work became more generally known with the 1949 publication of *General and industrial administration*, the English translation of the 1916 article "Administration industrielle et générale". In his works Fayol presented his theory of management, known as Fayolism. Before that Fayol had written several articles on mining engineering, starting in the 1870s, and some preliminary papers on administration.
- 14.(C)** O. Tead - Administration is a moral act and an administration is a moral agent.
- 15.(B)** An ombudsman is an official, usually appointed by the government or by parliament but with a significant degree of independence, who is charged with representing the interests of the public by investigating and addressing complaints of maladministration or violation of rights. In some countries an Inspector General, Citizen Advocate or other official may have duties similar to those of a national ombudsman, and may also be appointed by the legislature.
- Sweden has, since 1882, a Parliamentary ombudsman office (Riksdagens ombudsman), the oldest surviving element of which is the Justice Ombudsman or Justitieombudsmannen (JO), created 1809, after the model of Justitiekansler, and according to the principle of division of government power.

- 16.(D)** In 1965 the Select Committee on Estimates had published a report on Recruitment to the Civil Service, in which a recommendation was made that 'A Committee...should be appointed to initiate research upon, to examine and to report upon the structure, recruitment and management of the Civil Service'. On 8th February 1966, the Prime Minister Harold Wilson announced in the House of Commons the appointment of a Committee on the Civil Service (which became known as the Fulton Committee) 'to examine the structure, recruitment and management, including training, of the Home Civil Service, and to make recommendations'.
- 17.(B)** As far back as 1949, the (British) Masterman Committee on the Political Activities of Civil Servants appreciated this problem and rightly stated in its report, "The public interest demands the maintenance of political impartiality in the Civil Service and of confidence in that impartiality as an essential part of the structure of Government."
- 18.(C)** Paul P. Van Riper (born 1916) is an American political scientist and professor emeritus of political science at Texas A&M University's Department of Political Science[1] and the George Bush School of Government and Public Service. The American Society for Public Administration honored Van Riper with the presentation of an annual award in his name for scholars who have made a significant contribution through his or her body of work to bridging the world of public administration scholarship and practice.
- 19.(C)** The French Civil Service is the set of civil servants working for the French government. Not all employees of the state and public institutions or corporations are civil servants; however, the media often incorrectly equate "government employee" or "employee of a public corporation" with fonctionnaire. For instance, most employees of RATP and SNCF (road and rail transport authorities) are not civil servants. The Civil Service is also sometimes incorrectly referred to as the administration, but, properly speaking, the administration is the compound of public administrations and public administrative establishments, not their employees.

- 20.(B)** The President of the United States of America (POTUS) is the head of state and head of government of the United States. The president leads the executive branch of the federal government and is the commander-in-chief of the United States Armed Forces.
- 21.(D)** All india services, grant-in-aid, Inter-State Councils - It is constitutional provisions facilitate.
- 22.(C)** The Administrative Reforms Commission (ARC) headed by Morarji Desai submitted a special interim report on "Problems of Redressal of Citizen's Grievances" in 1966. In this report, the ARC recommended the setting up of two special authorities designated as 'Lokpal' and 'Lokayukta' for the redressal of citizens' grievances.
- The LokAyukta, along with the Income Tax Department and the Anti Corruption Bureau, mainly helps people bring corruption amongst the politicians and officers in the government service to public attention. Many acts of the LokAyukta have not resulted in criminal or other consequences for those charged
- 23.(C)** In vestibule training is lot of interference from the supervisor of the actual ongoing operations.
- 24.(B)** Aitchison Commission - To enhance the entry of the Indian into the Superior civil service  
Islington Commission - Reorganization of the civil service  
Tottenham Commission - Division of civil commission services in india.
- 25.(B)** Ans-25 b-Article 263 provides a mechanism for resolving problems by collective thinking, persuasion and discussion through a high level coordinating forum, namely the inter-State Council. In view of frequent friction between the Union and the States and between the States, the article has become more relevant. Article 263 empowers the President to establish an Inter-State Council at any time if it appears to him that the establishment of such a Council would serve the public interest. The Council could be charged with the duty of - (a) inquiring into and advising upon disputes which may have arisen between States;(b) investigating and discussing subjects in which some or all of the States, or the Union and one or more of the States, have a common interest; or (c) making recommendations upon any such subject and, in particular, recommendations for the better coordination of policy and action with respect to that subject.

- 26.(A)** Consolidated fund of a state to supplement the resources of the panchayats in the state
- 27.(C)** An exceptional grant under articles 116 of the constitution of India is regarded as a grant forming no part of current services of any financial year.
- 28.(A)** The Cabinet Committee on Infrastructure (CCI), under the Chairmanship of the Prime Minister, was constituted on July 6, 2009. It substituted the Committee on Infrastructure which was set up on 31st August, 2004 under the chairmanship of Prime Minister. The CCI approves and reviews policies and monitors implementation of programmes and projects across infrastructure sectors.
- 29.(A)** As early as 1959, the Krishna Menon Committee made a number of recommendations intended to reconcile the accountability of public undertakings to Parliament on the one hand with their autonomy for ensuring efficiency on the other. The Administrative Reforms Commission has also gone into the subject, in detail. While Government has to ensure that the general policies pursued by the public sector organisations are in conformity with the national objectives and declared policies, the enterprises have to be given sufficient freedom in day-to-day operations so that the managements can run the organisations, both industrial and others, in accordance with commercial principles. This will help in increasing their profitability and efficiency.
- 30.(A)** The Comptroller and Auditor General (CAG) of India is an authority, established by the Constitution of India under Chapter V, who audits all receipts and expenditure of the Government of India and the state governments, including those of bodies and authorities substantially financed by the government. The CAG is also the external auditor of government-owned companies. The reports of the CAG are taken into consideration by the Public Accounts Committees, which are special committees in the Parliament of India and the state legislatures. The CAG is also the head of the Indian Audit and Accounts Department, which has over 58,000 employees across the country.
- 31.(D)** The budgeting process is an essential component of management control systems and has been an effective system by which management can successfully plan, coordinate, and

control. The process involves the creation and implementation of the broad objectives of an organization, the detailed objectives, and a short-term and long-term financial plan.

**32.(B)** Finance, property, suits - Part XII

The union judiciary - Part V

The Executive of States - Part VI

Relations between the Union and states - Part XI

**33.(D)** The Governors and Lieutenant-Governors of the states and territories of India have similar powers and functions at the state level as that of the President of India at Union level. Governors exist in the states while Lieutenant-Governors exist in union territories and in the National Capital Territory of Delhi. The Governor acts as the nominal head whereas the real power lies in the hand of the Chief Ministers of the states and the Chief Minister's Council of Ministers.

**34.(A)** The Public Enterprises Selection Board [P.E.S.B] is a high powered body constituted by Government of India Resolution dated 3.3.1987 which was subsequently amended from time-to-time, the latest being on 11.11.2008. The P.E.S.B has been set up with the objective of evolving a sound managerial policy for the Central Public Sector Enterprises and, in particular, to advise Government on appointments to their top management posts.

**35.(D)** The Department of Economic Affairs (DEA) is the nodal agency of the Union Government to formulate and monitor country's economic policies and programmes having a bearing on domestic and international aspects of economic management. A principal responsibility of this Department is the preparation of the Union Budget annually (excluding the Railway Budget).

**36.(B)** A and R true but R is not a correct explanation of A census is a subject of state list.

**37.(C)** The executive power of the state is vested in the governor. The governor shall be responsible for the faithful execution of the laws. He may, by appropriate court action or proceeding brought in the name of the state, enforce compliance with any constitutional or legislative mandate, or restrain violation of any constitutional or legislative power, duty, or



right, by any officer, department or agency of the state. This authority shall not be construed to authorize any action or proceedings against the legislative or judicial branches.

- 38.(B)** The Secretary of State is a senior official in the Federal Government of the United States of America heading the Department of State, principally concerned with foreign affairs and is considered to be the U.S. equivalent of a foreign minister.
- 39.(C)** Nagar Palika bill was first introduced during Rajiv Gandhi.
- 40.(B)** The present modern civil services of India is mostly followed on the pattern of the Imperial Civil Service of the British India. It was formed after Independence of India in 1947 from the British India. It was Sardar Patel's vision that the Civil Service should strengthen cohesion and national unity. He wanted a strong and vibrant federal administrative system in which the All India Services would play an important role. True to his conviction, the Civil Services have provided the framework for the administration of the country. The values of integrity, impartiality and merit remain the guiding principles of Indian civil services.
- 41.(D)** The Governors and Lieutenant-Governors of the states and territories of India have similar powers and functions at the state level as that of the President of India at Union level. Governors exist in the states while Lieutenant-Governors exist in union territories and in the National Capital Territory of Delhi. The Governor acts as the nominal head whereas the real power lies in the hand of the Chief Ministers of the states and the Chief Minister's Council of Ministers.
- 42.(A)** The Governor appoints the Chief Minister of a state. He/she also appoints the Advocate General and the chairman and members of the State Public Service Commission. The President consults the Governor in the appointment of judges of the High Courts and the Governor appoints the judges of the District Courts.
- 43.(B)** The Governor also appoints the other members of the Council of Ministers and distributes portfolios to them on the advice of the Chief Minister.

The Council of Ministers remain in power during the 'pleasure' of the Governor, but in the real sense it means the pleasure of the Vidhan Sabha. As long as the majority in the Vidhan Sabha supports the government, the Council of Ministers cannot be dismissed.

**44.(B)** The community development programme has for its objectives economic development, social change and democratic growth. These three objectives are to be promoted jointly and in such a manner that they support one another. In India, the objective behind the community development programme is to develop the resources of the people and to assist each village in planning and carrying out the integrated agricultural production.

To change the outlook of all village people.

To improve existing village crafts and industries and organizing new ones, providing minimum essential health services and improving health practices.

Providing required educational facilities for children and adults as well as recreational facilities. Improving housing and family living conditions of villagers.

**45.(C)** The act of developing society is social - economic reconstruction

**46.(D)** Functions of Planning Commission mostly centre on the process of planning for the growth and development of the country over a five-year period. The Commission with the Indian Prime Minister at its head has emerged as a powerful and effective staff agency.

**47.(C)** The public control over administrative system of election and system of recall.

**48.(C)** Pure and applied research

Pure research (also known as "basic" or "fundamental" research) is exploratory in nature and is conducted without any practical end-use in mind. It is driven by gut instinct, interest, curiosity or intuition, and simply aims to advance knowledge and to identify/explain relationships between variables. However, as the term "fundamental" suggests, pure research may provide a foundation for further, sometimes applied research. In general, applied research is not carried out for its own sake but in order to solve specific, practical questions or problems. It tends to be descriptive, rather than exploratory and is often based upon pure research. However, the distinction between applied and pure research may sometimes be unclear; for example, is research into the genetic codes of plants being

carried out simply to advance knowledge or for possible future commercial exploitation? It could be argued that the only real difference between these two categories of research is the length of time between research and reasonably foreseeable practical applications, either in the public or private sectors.

**49.(C)** The theories of motivation - achievement motive is given by Edwin Locke path goal theory - ego, populous, manocy and jones  
Pluralistic Theory of Motivation - A.H. Maslow Employee - central supumision theory of pattern theory - rensis liket

**50.(C)** The Two-factor theory (also known as Herzberg's motivation-hygiene theory and Dual-Factor Theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. The analysis of the responses confirmed the proposed hypothesis, where some factors were contributors to job satisfaction, while others were not. In addition, some factors were noted to be a source of dissatisfaction when absent. These were categorized as "Motivators" and "Hygiene" factors, the latter also being referred to as Maintenance Factors.  
Motivators: They actually motivate an individual. They find their root within the job itself.  
Hygiene Factors: They don't have any motivational value when present, but do have a demotivational value if not present. These factors are extrinsic to the work itself.

## PAPER - III

- 1.(A)** Debureaucratisation is to induce competition among several service providers to offer valid choice to the customers was the major recommendation of Minnowbrook II.
- 2.(D) Explanation :** Various reports of the World Bank, especially on Good Governance, sought to invest heavily in infrastructure so that sophisticated technology could be inducted for general development

- 3.(C) A. Public administrative studies have to be comparative to claim the status of a science
- B. Development administration is goal and action oriented
- C. Bureaucratic structures are necessary but not sufficient
- D. Development is both process and purpose
3. Robert Dahl
1. Weidner
4. V. Ostrom
2. Halm-Been Lee
- 4.(D) Co-ordination as a continuous process of harmonious ordering of various parts of an organization demands that :
- the head of the organization owns the ultimate responsibility.
  - hierarchy-inherent principle in coordination.
  - staff agencies can facilitate this.
- 5.(B) Effective popular participation demands the involvement of the people at each and every stage of decision-making. Initiative must come from the grass-root level rather than the top management and life-cycle involvement rather than occasional-consultation is mandatory.
- 6.(B) The systems approach takes into account many interdependent variables/structures and their interrelationship. Such study can't be definitive and bound to be descriptive and probabilistic.
- 7.(C) The origin of participative style of leadership can be traced to the Human Relations theory which is not only sought to modify the misconception regarding the 'economic man' but also forcefully advocated interpersonal relation as more important variant in efficiency.

- 8.(D)**
- |                                  |                                  |
|----------------------------------|----------------------------------|
| A. Non-programmed decisions      | 2. Upper-level managers          |
| B. Programmed decisions          | 1. Lower-level managers          |
| C. Emphasis on data storage      | 4. Management information system |
| D. Emphasis on data manipulation | 3. Decision support system       |
- 9.(C)** Any information in respect of intellectual property, the disclosure of which may harm the competitive position of a third party, or any information available to a person in his fiduciary relationship, have been granted exemption from disclosure under the Right to information Act 2005.
- 10.(A)**
- |                            |  |
|----------------------------|--|
| A. Davis Committee         | Method II                              |
| B. Masterman Committee     | Political activities of civil servants |
| C. Second Hoover Committee | Senior Executive Service               |
| D. Franks Committee        | Official Secrets Act                   |
- 11.(D)** The Civil Service Reform Act of 1978, (October 13, 1978, Pub.L. 95-454, 92 Stat. 1111) (CSRA), reformed the civil service of the United States federal government, partly in response to the Watergate scandal. The Act abolished the U.S Civil Service Commission and distributed its functions primarily among three new agencies: the Office of Personnel Management (OPM), the Merit Systems Protection Board (MSPB), and the Federal Labor Relations Authority (FLRA).
- 12.(B)** Under the Allocation of Business Rules, 1961, the Department of Land Resources is a part of the Ministry of Rural Development, Government of India.
- 13.(D)** Poverty alleviation programmes, planning for economic and social development, regulation of tanneries and forestry in urban areas are entries in the 12th Schedule of the Constitution of India

- 14.(A)** Herbert Simon was the most important critic of principles of administration and described them as proverbs. He advocated the behavioral approach and rejected the idea of politics-administration dichotomy and recommended an empirical approach to study of Public Administration. He says, "if any theory is involved, it is that decision making is the heart of administration and that the vocabulary of administrative theory must be derived from the logic and psychology of human choice. "On the other hand Dwight Waldo concluded that the separation between politics and administration had become an 'Outworn Credo' .
- 15.(C)** The features of New Public Administration are value, relevance, ethics, innovation morals, concern for clients, social change, social equity and post-positivism, on the other hand, it rejecting scientism and fact-value separation.
- 16.(A)** Administrative or generic management are representative of classical theory of organization which work as closed system modes because such organization does not rely as much on planning and resists organizational change. It emphasis on economy and efficiency and its objectives are very simple.
- 17.(D)** According to Mooney, "Coordination is the first principle of organization and includes within itself all other principles, which are subordinate to it and through which it operates." He believes that coordination is an all-inclusive principle which provides unity of action in pursuit of a common purpose. Coordination contains devices for destruction of authority and it make leadership imperative.
- 18.(B)** Claude Shannon and Warren Weaver developed the most widely used model of communication process. This model consists of eight components (i) Source, (ii) Encoding, (iii) Message, (iv) Channel, (v) Decoding, (vi) receiver, (vii) Feedback and (viii) Noise.

- 19.(A)** The idea of 'sunk cost' is related to industrial friction, where, bureaucratic inertia, identification with means rather than ends.
- 20.(A)** According to Ferrel Heady there are five promoting concerns of the Comparative Public Administration like, the search for theory, the urge for practical application, the incidental contribution of the broader field of comparative politics, the interest of the researchers trained in the tradition of the administrative law and the comparative analysis of ongoing problems of Public Administration.
- 21.(B)** Commenting on the relationship between political development and administrative development, Fred Riggs advocated that a strong bureaucracy is inimical to political development
- 22.(B)** In 1800, the then Governor-General Lord Wellesly established a college at Fort William in Calcutta (Kolkata) to provide training to the Civil Servants of the Company. As this move of Wellesley was not favoured by the Court of Directors, they established the East India College at Haileybury in England in 1806 for the same purpose.
- 23.(B)** In 1949, the British Government appointed the Masterman Committee on the political activities of Civil Servants. According to Masterman Committee, "Any weakening of the existing tradition of political impartiality would be the first step in the creation of a 'political' Civil Service. Such a system would be contrary to the public interest and, in the long run the Civil Service itself."
- 24.(D)** Public choice approach considers the bureaucrats as the budget maximizer in the sense, there is tendency of seeking more budget to the department where bureaucrats function. On

the other hand self-aggrandizing in sense there is tendency of getting powerful and self seeing.

- 25.(B)** According to Constitution of India Article-110, made provision that a Money Bill deals with abolition and regulation of any tax. It deals with giving any guarantee by the Government of India for borrowing of money. It deals with custody of Public Account and withdrawal of money from contingency Fund of India.
- 26.(D)** Vote on Account refers to the advance to be made by Parliament to enable the government to carry out its expenditure until passing of General Appropriation Bill. It is normally considered as a formal business and passed without discussion among members of Parliament.
- 27.(A)** The Constitution of India, under Article 329 says that the validity of the law relating to the delimitation of the constituencies or the allotment of seats to such constituencies shall not be called in question in any court. On the other hand, representation of People Act. 1951 under Section 80 made a provision that no election shall be called in question except by an election petition presented in accordance with the provision of this part. Under Section 66 the Declaration of Result Act is with the returning officer controlled by the Election Commission.
- 28.(C)** According to the Constitution of India under schedule sixth, the rules for the first Constitution of District and Regional Councils are prepared by to Governor in consultation with existing tribal councils or other representative tribal organizations of the region.



- 29.(D)** According to the Constitution of India under article 148, Comptroller and Auditor General (CAG) shall only be removed from his office in like manner and on the like ground as a Judge of the Supreme Court rather than Judge of High Court.
- 30.(B)** It is fact that almost all the states in USA are required by law to balance their budgets annually. On the other hand, by enacting the Line Item Veto Act, (1996) the US Congress committed an effort of extraordinary rarity, which increased power of the President to making budget.
- 31.(A)** In the Council-Manager form of city-government of USA, the Mayor used to be a ceremonial head. The current trend, however, is towards directly elected full-time may having greater control over city bureaucracy. Due to this reason the Council-Manager cities are now called Strong-Mayor cities.
- 32.(B)** In the Chairmanship of Dr. Virappa Moily the 2nd Administrative Reforms Commission recommended that at the higher level or Joint Secretary level, all posts should be open for recruitment from a wide variety of sources including the open market. It also recommended that the specialist should not be required to play second fiddle to the generalist at the top.
- 33.(C)** Because, District Collectors are still in supremacy as concern in the times of natural calamities. According to the National Disaster Management Act, 2005, there is a provision that District Collector will be work as the Chairman of District, Disaster Management Authority. In district the Collector is responsible to make an assessment of losses of crops and recommend relief during natural calamities like flood, drought and fire.

**34.(C)** According to the Constitution of India, a Governor has power to appoint State Council of Minister, State Advocate General and members of State Public Service Commission but not to State Director General of Police.

**35.(B)** According to the Constitution of India under Article 243 (I) 'The Governor of a state shall, after every five years, constitute a Finance Commission to review the financial position of the Panchayat. It shall make the following recommendations to the Governor. The functions of a State Finance Commission are: determination of taxes, duties and tolls which may be assigned to Panchayat. He measures to improve financial position of Panchayat. The distribution between the state and the Panchayats of the net proceeds of the taxes, duties, tolls and fees levied by the state. The grant-in-aid to the Panchayats from the Consolidated Fund of the state rather than the Consolidated Fund of India.

**36.(D) Scholars**

**Significant of Public Administration**

- |                    |  |
|--------------------|--|
| A. F.A. Nigro      | Its real core consists of the basic services           |
| B. H. Fayol        | Its processes are universal                            |
| C. Paul M. Appleby | No government can exist without it                     |
| D. D. Waldo        | A great creative force with men's welfare as its ideal |

**37.(A)** In Public Alternative Principle in Public Administration almost with neo-public administration only came in existence in 1960s and 1970s. Its chief is Bhashkar Vicent Ostram. Public Alternative Principle enforces the following matters:

1. Institutionalized multipleism.
2. Anti-bureaucracy approach,
3. Multiple democratic decision-construction-centre.

4. Public participation in administration.

5. Competition,

6. Work-efficiency,

7. Marketisation,

8. Decentralization,

**38.(D)** Charles J. FOMAS and Hogg T. Miller in their book entitled "Postmodern Public Administration" have told the following specialities of 'Discourse theory' of Post-modern Public Administration :

1. This policy has faith in 'multiple is m-context' on public policy.

2. It keeps faith in Public Administration in the area of public energy

**39.(B)** In the development of public administration, the formats proposed by Nicholas Henry are respectively of following types :

Paradism-1 Politic – Administration bifurcation 1900-1926

Paradism-2 Principle of Administration (1927-1937)

Paradism-3 In the form of Public Administration, Political Science (1938 -50)

Paradism-4 In the form of Public Administration, Management (1950-70)

Paradism-5 In the form of Public Administration (1970-1990)

Paradism-6 From 1990 to till now .

**40.(D)** 'The expanse theory' of control means-that institution of subordinates or units of work which can be controlled directed and inspected by any officer on personal level. The expanse of control depends upon many factors like the format of observatory work, the personality of seniors, the age of an organization, the qualification of the subordinates.

Reorganization of authority, the traditions of organization and surrounding, Technologies of observation, etc.

**41.(A)** Chester Barnard has divided the decisions in organizational and individual decisions. Any formal decision taken by of any officer of the institute is known as an organizational decision.

Therefore, it has some specialities:

1. This is impersonal.
2. These can be organized
3. They are specific.
4. These are the results of rational thought-process.

**42.(A)** The literal meaning of prohibition is - 'to stop' , This is carried on by higher court to justice to lower court when it goes beyond its jurisdiction. This is carried on against judicial and semi-judicial officers only, not for administrative officers. Therefore, as right-subjects-affairs of it cannot be claimed by any desperate defence.

**43.(C)** Central working Agency of Japan is National Personnel Authority (NPA). It was founded under National Personnel Service Act (1949 ). It is not constitutional but a legal and autonomous body. In Japan, NPA and MCA are the head controller and co-ordinator bodies of civil services. Japan Civil Service is also elitist like France.

**44.(A)** Under indicative planning, for long term, some goals are fixed by the government and it is expected from govt. sector or private one related financial units that they will fix their investment towards employment and production in accordance with their goals. This way the comprehensive directions of development are open. In this type of planning, the role of the

market system is very important. Indicative planning policy has been in force since sixth decade in France & Japan and eighth five-year planning in India.

**45.(B)** In 1989, three subject related committees were set up which during tenth Lok Sabha-tenure related to departments took the form of a whole system of 17 standing committees under which all ministries and departments of Govt. of India come.

These standing committees are:

1. Commerce committee, 2. Rail committee, 3. Home-affairs committee, 4. Human Resource, Development committee, 5. Industry committee, 6. Science and Technology, Environment and Forest committee, 7. Transport and Tourism committee, 8. Agriculture committee, 9. Communication committee, 10. Defence committee, 11. Energy committee, 12. Foreign work committee, 13. Finance committee, 14. Food civil supply and public distribution committee, 15. Labour and welfare committee, 16. Petroleum and chemical committee. 17. Urban and rural development committee.

**46.(D)** Planning Commission in the year of 1985 under the chairmanship of G.V.K. Rao set up a committee on the topic 'Administrative Management' for the programmes of the eradication of poverty and rural development. This is also called as 'Card Committee'. This committee recommended the development of the Collector and rule fully posts on the district level.

**47.(D)** The open Model Theorists believe that what is good for the individual is also good for the society. This is also because for open and not closed model theorists, everyone in society is a part of an organization

- 48.(D)** Under Article 243I in part IX the State Finance Commission to review financial positions of panchayat in Constitution. Art. 40 In part IV directs for the organizations of village panchayats for promoting local self Govt.
- 49.(D)** 'Limited information network is not a characteristic of an organic model of organizational design'. In today's world, information technology, globalization, increasing customer demands, and increasing workforce education push organizations to be more flexible, responsive, and growth oriented. There has been a shift to a more organic metaphor that focuses on growth and sustainability both for the organization and the environment in which it exists.
- 50.(C)** Yehezkel Dror (Hebrew ; born 1928) is a former professor of political science at Hebrew University, Jerusalem. Dror holds a B.A. and Magister Juris from Hebrew University, and LL.M and SJD (doctor of juridical sciences) qualifications from Harvard University. Outside academia he served as a senior consultant on policy-making and planning for the Israeli government, and founded the Jewish People Policy Planning Institute. He engaged in international consultancy, serving inter alia from 1968-70 as a senior staff member at the American Rand Corporation.
- 51.(C)** Henri Fayol advocated for the development of a set of administrative principles which have universal application and not bound by public or private spheres. He himself gave 14 such principles, a few among them are— hierarchy ,span of control unity of command, coordination etc.
- 52.(D)** The chairperson of every District Planning Committee shall forward the development plan as recommended by such committee to the state Govt. Also it is 4/5th in place of 2/3rd.

- 53.(C)** (1) if the Council of States has declared by resolution supported by not less than two-thirds of the members present and voting that it is necessary or expedient in the national interest so to do, Parliament may by law provide for the creation of one or more all-India services (including an all-India judicial service) common to the Union and the States, and, subject to the other provisions of this Chapter, regulate the recruitment, and the conditions of service of persons appointed, to any such service.
- (2) The services known at the commencement of this Constitution as the Indian Administrative Service and the Indian Police Service shall be deemed to be services created by Parliament under this article.
- (3) The all-India judicial service referred to in clause (1) shall not include any post inferior to that of a district judge as defined in article 236.
- 54.(C)** Union Ministry of Company Affairs is mainly involved in the setting up of the National Foundation of Corporate Governance.
- 55.(C)** Both the statements are correct regarding PPB and ZBB.
- 56.(C)** Both the models given in the question are correctly defined.
- 57.(C)** The method II was introduced in British Civil Service for the recruitment of civil servants in 1945. It has proposed individual and group interviews. This was in addition of the qualifying written examination. For the purpose of an elaborate interviews, the competitors are taken to country House. That is why, this system was also called 'Country House Method'. The first Administrative Reform Commission recommended the adoption of Method II for recruitment but the kothari committee did not .

- 58.(D)** The provision with respect to the service condition of the Chairman of Union Public Service Commission is contained in Article 322. Part XIV.
- 59.(C)** The Government of India Act 1935 allowed province to act as autonomous units of administration in their defined spheres. It introduced responsible government in provinces and the governor was required to act on with the advice of ministers responsible to the provincial legislature. The act also distinguished between transferred and reserved federal subjects. It never came into operation.
- 60.(D)** Kautilya identified 7 organs (saptanga) of state. These are Swami (monarch), Amatya (minister), Janpada (territory and population), Durga (fort) Kosha (treasury), sena or Danda (military) and Mitra (friendly state). The state which has these organs was a sovereign state.
- 61.(C)** Michael Crozier was a famous critique of Weber's Bureaucratic Model. He believed that the features of Weber's bureaucracy are best evident in French Civil Service. In his book the Bureaucratic phenomenon (1964), Gozier compared bureaucratic administration with a rigid system that refuses to learn from its mistake.
- 62.(D)** According to the Victor Vroom,  $Motivation = valence \times Instrumentality \times Expectancy$ , Valency is the limit in which an employee considers that he can give the best. It is just possibility. Expectancy means the return or remuneration in value. The employee hopes to receive when he performs upto the best, Instrumentality helps to take the first result upto the second level.
- 63.(D)** Henry Mintzberg is an important contributor in the theory; building on administrative behaviour. Mintzberg throws light on the nature of the administrative functioning. He forcefully argued that
- Standardization of work procedure — Diversified organization.



- Mutual adjustment — Innovative organization
- Standardization of output — Shop Floor organization.

**64.(B)** Development Administration : Concepts, Goals and Methods, was written by George Gantt. Though the term for the first time was used by U.L. Goswami but it was George Gantt who gave a comprehensive theory of Development Administration.

**65.(C)** A decision of importance does not entail delegation as in delegation, the responsibility or accountability is not delegated.

**66.(D)** The present system of recruitment higher civil services in India is based on the signatures of the following committees :

1. Macaulay Committee
2. Kothari Committee
3. Satish Chandra Committee

In the report of Macaulay Committee related to Indian Civil Service, the first time in 1854, fundamental policies related to recruitment were fixed.

Under the chairmanship of D.S. Kothari on the topic 'recruitment policy and selection system' in 1974, recruitment took place. The favours of this committee were brought in force in 1979.

Under chairmanship of Satish Chandra, on the topic 'recruitment policy and selection system' the recruitment took place in 1988.

**67.(B)** In section 317 of the constitution, the process of anti-incumbency of the members of UPSC has been described. By the order of President, the Members of the Commission for their unfair acts, can be deposed. The process of verifying unfair acts has been ascertained by

the Constitution. Such a case will be referred by the President to the Supreme Court for considered. By the section 145 of the Constitution, in accordance with formed process, after verification the honorable court will give its consent before the President. The president can suspend the members indulged in unfair acts from the commission till the completion of this verification.

**68.(D)** Since the transfer in 1947 was done to two nations – India and Pakistan by the then British Govt. Therefore, naturally the previous specialties are still worth-seeing even today. As Pharsi language of Mugal-period is used effectively in revenue and judicial administration even to this date, like that law, rule and processes and traditions developed by Bruisers are reflected in Indian Public Administrative. The main effects of the British rule which are reflected in Indian Administration even to this date are — All India and other public services, secretariat-management, the hard working system of bureaucracy, federal structure, national unity, administrative anonymas and confidentiality, committee system, district administration, revenue administration, law and management administration, secretarial system, finance administration, local administration etc.

**69.(D)** The post of Secretary of the Council of Ministers in India was firstly set up in 1950. N.R. Pillai was the first Cabinet Secretary. The Secretary of Ministers is the head of Secretariat. He is also the head secretary of Prime Minister. Cabinet Secretary facilitates all committees of ministers a secretarial help.

The Secretary of Ministers enjoys the highest states among public servants. Therefore, he is the senior most public servant of India. The tenure of the Secretary of Ministers is not fixed.

**70.(C)** Indian Government has two budgets – General Budget and Rail Budget. On the favour of Ekberth Committee in 1921. Rail Budget was separated from General Budget. Therefore, about this separation, the following statements are true.

1. Smoothing the trade towards Rail-policy.
2. Bringing flexibility in Rail-finance-management,
3. Keeping general revenue stable and safe giving expected annual share from the Rail-revenue.

**71.(A)** Ombudsman like institute was adopted as a Administrative Parliamentary Commissioner in Britain in 1967. This post was created on the favour reported by Sir John Vhyatt in 1961. This post is as equivalent as CAG. His/hers is appointed by the crown till 65 years of age.

**72.(A)** In USA any union staff cannot take part in the campaign of political parties or their other activities. These were enacted in 1939 by Hatch Act. In 1940 this was effective on state services and local administration related staffs through Hatch Act.

**73.(C)** According to Ramesh K.Arora, in the study of the concept of management, (I) parts of management, (II) relation among parts and (III) relation between management and its surrounding, the study of them is included. This way, a complex management are called sub-management. It's important specialties are as follows:

- (i) To be of parts and sub-parts is the speciality of management.
- (ii) Change in any one part brings change in other parts.
- (iii) Mobility is the speciality of balance-management
- (iv) A system is open and interactive
- (v) In management, there is a feedback system.

**74.(A)** Management imports from environment and after the process or transformation, it exports in environment only. Besides it, any management also keeps on changing itself according to the needs of the environment. In this feedback helps a lot. This way, there is a balance between management and its environment. In management for postliving, natural propensity exists which increase its capacity to overcome the changes. Therefore, statement and reason both are true and reason also explains the statement.

**75.(C)** According to Graicunas

High officers should keep in attention that they have not only direct relation with their subordinates but also mutual inter-relations of different groups of subordinates.

So, clear it, Graicunas has given this mathematical formula :

Total relation =  $n \left[ \frac{2^n}{2} + n - 1 \right]$  w here n = number of subordinates.