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An Institute for Civil Services

Reflection
in

UPSC CSE MAINS 2024

**PUBLIC
ADMINISTRATION
OPTIONAL**

QUESTIONS
from **GS SCORE**



Edited by: ABHISHIEKH SAXENA



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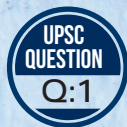
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PUB AD. - PAPER: 1 (2024)



**(a) “Politics-administration dichotomy debate is still alive.”
Comment.**



Q: The administration politics dichotomy has not yet died down and will continue. Whatever be the situation, Politics will continue to influence administration. Explain.

Q: NPM makes a distinction between strategic policymaking and its implementation, reopening the politics-administration dichotomy debate. Examine.



**(b) “Formal organisations are made up of informal groups.”
Discuss.**



Q: Formal and informal organisations co-exist essentially. Comment.

Q: Barnard views informal organization as a natural system. Explain.



(c) “Grapevine is a necessary evil”. Examine.



Q: The essence of communication, is not information but understanding. It is all about “shared understanding of a shared purpose”. Explain.

Q: Formal & informal channels of communication co-exist. They provide opportunity of interaction between the functional and social system of an organisation. They are not competitive but complimentary to each other. Evaluate critically.



(d) Healthy Headquarters and Field Agencies relationship thrives on effective communication.



Q: “The headquarters-field relationship is fraught with complexities. To arrive at a general principle, thus, is nearly impossible. Therefore, this should be more of a practitioner’s domain rather than of academician’s.”
Comment.

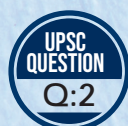
Q: Headquarters and field relations represent a complex equation and changing power dynamics. Discuss.



(e) Media has become more of a societal lens than institutional lens. Analyse.



Q: Media can act as a “Citizen’s Parliament” to keep a check on Administration and enhance its performance. Elucidate.



(a) McGregor’s ‘Theory X’ and ‘Theory Y’ provide insights into human motivation at a workplace differently. Examine in detail.



Q: Theory X is carrot and stick approach to management and should be used in crisis. Do you agree? Substantiate your answer.

Q: Theory Y assumes that people will exercise self-direction and self-control in the service of objectives to which they are committed.”- McGregor. Elucidate.



(b) Good governance adds normative and evaluative attributes to the process of governing. Comment.



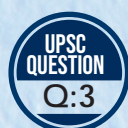
Q: Good Governance has brought Public Administration out of the sole proprietorship of state. Comment.



(c) Regulatory Authorities are independent and effective for controlling service delivery activities, but are subjected to extraneous factors. Do you agree? Give reasons.



Q: Regulatory authorities are a necessity, but not their over-regulation or under-regulation. Suggest measures to bring about balanced regulation by using an example.



(a) Strengthening social audit through appropriate ways will promote inclusive government. Comment.



Q: Social audit has largely been “ritualised”. Comment

Q: Closed door formal proceedings of traditional audit system cannot be effective. Discuss relevance of Social Audit mechanism in the perspective of inclusive development.

UPSC
QUESTION

(b) The development of administrative law in Welfare State has made administrative tribunals a necessity. Examine.

GS SCORE
QUESTION

- Q: Discuss the significance of administrative law in ensuring accountability and transparency in governance.
- Q: Administrative law is a substantive construct rather than merely an structural prescription. Discuss.
- Q: Discuss how the administrative tribunals and tribunals for other matters shall be constituted. Discuss the scope and extent of their powers and functions.
- Q: The tribunalisation of justice, though, has a specialist character but lacks the independence of judiciary. Analyze in light of Tribunals Reforms Act.

UPSC
QUESTION

(c) Ineffectiveness of legislative control over administration can stem from various factors, hence in ensuring effectiveness a comprehensive approach is the need of the hour. Discuss.

GS SCORE
QUESTION

- Q: Examine the mechanisms through which Parliament exercises control over public expenditure in India
- Q: Legislatures lack capacity, and expertise to exert effective control in the most meaningful areas. Discuss.
- Q: "The parliamentary control over administration is lighter while executive control over administration is tighter". Comment.

UPSC
QUESTION

Q:4

(a) ERG theory of motivation attempts to reconceptualise the theory of hierarchy of needs. Comment.

GS SCORE
QUESTION

- Q: Alderfer's ERG Theory could address several missing links of Maslow's Need Hierarchy theory. Explain.

UPSC
QUESTION

(b) Scientific Management and Human Relations Theory are two distinct approaches for improving efficiency and production. Explain.

GS SCORE
QUESTION

- Q: The School of Human Relations is in many ways is a reply to the classical theories. At its core Human relations theory keeps that 'human problem requires a human solution'. Comment.
- Q: Human relations school of theories are viewed as neo-classical theories. Examine.

Q: It is believed that Human Relations School came as a replacement to Taylorism, in practice both approaches are complementary. Comment.



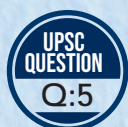
(c) New public Governance, an emerging paradigm, is contrasted with market-based approaches of New Public Management. Comment.



Q: What led to the coming up of “Post-NPM”? Identify its characteristics.

Q: New Public Service approach brings out the citizen oriented approach to the idea of New Public Management. Comment.

Q: New Public Management though a very practical reform towards achieving better administration, faced a number of challenges and problems. Discuss.



(a) The Anti-Development Thesis is a critical perspective on the traditional development models. Comment.



Q: Anti development thesis provided a critique to the prevailing Western models of development Administration. Discuss.



(b) Civil Servants should be allowed only to cast vote or to participate in the electoral process of the country. Examine.



Q: The prevailing trend of granting extension to officers holding high offices points towards an unholy alliance between civil servants and political bosses. Comment.

Q: What do you understand by neutrality? Does neutrality mean that high-ranking civil servants cannot or should not be involved in articulating public policy?



(c) Critical Path Method (CPM) is a project management technique used to plan and manage project effectively. Discuss.



Q: PERT and CPM instils efficiency in Office Management. Do you agree? Explain your view.



(d) Auditing is not about finding faults, it is about ensuring the accuracy and integrity of financial information. Analyse.

**GS SCORE
QUESTION**

Q: Audit acts as the “watchdog” of the nation’s financial interests. In this light examine how audit has evolved over the period of time in the Indian context.

Q: Audit is indispensable for building trust and ensuring accountability. Discuss the objectives behind carrying out audit in government.

**UPSC
QUESTION**

(e) The study of public administration must include its ecology. Discuss.

**GS SCORE
QUESTION**

Q: Ecology and Administration have a symbiotic relationship. Explain.

**UPSC
QUESTION****Q:6**

(a) A trend to adopt innovative practices in administrative ethics is gaining ground for improving public trust in government. Discuss.

**GS SCORE
QUESTION**

Q: Code of Conduct and Administrative ethics are indispensable for an organisation. Explain.

Q: Morality and administration cannot be separated. In light of this, establish the significance of administrative Ethics.

Q: Public policy is also ethics driven, apart from the other forces which shape its contours. Explain.

**UPSC
QUESTION**

(b) The future of e-governance is shaped by emerging trends for making government services efficient and accessible. Analyse.

**GS SCORE
QUESTION**

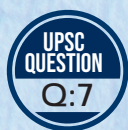
Q: e-governance is the pre-requisite of good governance. Explain.

**UPSC
QUESTION**

(c) Undoubtedly, social and historical factors play a significant role in shaping administrative system, but side by side, understanding of these influences is essential for designing responsive governance structure. Examine.

**GS SCORE
QUESTION**

Q: Discuss the evolution of administrative systems in response to societal progress, considering historical, sociological, and future perspectives.



(a) Riggs' Prismatic Model has been criticised as overtly gloomy and technical complex, but it remains as a useful starting point for Comparative Public Administration research. Analyse.



Q: Prismatic model given by Riggs cannot be suited as a whole to developing economies but in sub parts. Explain.



(b) Performance Management and Performance appraisal are two distinct activities in Public personnel Administration. Discuss.



Q: The right man for the right job is beyond just recruitment. It also involves the ability of the individuals to perform the tasks effectively. In this light analyse how an effective performance management system is key to organisational effectiveness.

Q: Performance Appraisal and promotion are significant to bring about efficient behavioural attitude and realisation of organisational Goals. Discuss. Also shed light on the Appraisal and promotion system is prevalent in case of India.

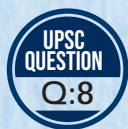


(c) Balancing state intervention and Market freedom is the need of developing countries. Comment.



Q: Drucker views the state as an actor with inherent limitations, while Robinson points out the market's limitations. In this light, contextualise the State and Market dynamics.

Q: Effective administration rests on the "Balance" between the state and market. Discuss.



(a) Bureaucracy in developing countries faces several challenges and tackling of these will make them responsive, adaptive and align with development needs. Discuss.



Q: "Bureaucracy and democracy are characterised by opposing values". With reference to this statement analyse the role played by bureaucracy in Development.

Q: Civil Services are central to policy formulation. However, over-centralisation by the bureaucracy often leads to myopic policy-making. Suggest measures to revolutionise the Policy framing while keeping the importance of Civil Services at the core.

Q: Bureaucracy and development are related. How? Discuss.

UPSC
QUESTION

(b) Modern economists think public debt is an essential means of increasing employment, and element of economic policy, but it also shifts the burden to future generations. Analyse.

GS SCORE
QUESTION

- Q: Accountability in public debt management is central to the idea of a well-functioning financial administration. Window-dressing of figures and statistical lies are like termites which hamper the smooth functioning of a financial setup and are detrimental to the attainment of goals. Explain with examples.**
- Q: Rising Fiscal deficit and consequent government borrowings is leading to crowding out of funds for other stakeholders damaging India's overall economic growth. Comment.**
- Q: Financial management is closely linked to fiscal management. In light, analyze how the use of Fiscal Responsibility and Budget Management Act, 2003 has been a saga of shifting goalposts.**

UPSC
QUESTION

(c) Unless there is a sound mechanism for policy evaluation, policy formulation process remains redundant. Examine.

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- Q: Evaluate the effectiveness of policy evaluation as a critical component of public governance.**

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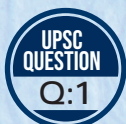
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PUB AD. - PAPER: 2 (2024)



(a) “Ethics in public services has been the main concern of Kautilya’s Arthashastra”. Examine the statement.



Q: Ethics formed the core of Kautilya’s Arthashastra. Analyse.

Q: Kautilya placed “ethics” at the very core of Administration. Discuss.



(b) “The Mughal Administration was by nature centralised.” Analyse.



Q: The Mughal administrative structure seems to be highly centralised and bureaucratic’ in nature? Comment



(c) “Autonomy of Public Undertakings is a myth.” Analyse.



Q: The L.K. Jha commission- “there is a conflict between autonomy and accountability of PSUs/ PSEs”. Comment.

Q: The innovative balance between “Accountability” and “Autonomy” ensures effectiveness and efficiency of PSUs. Analyse.



(d) “It should be people’s Prime Minister Office(PMO), it can’t be Prime Minister’s PMO. “ Comment.



Q: PM is PMO and PMO is PM. Comment.

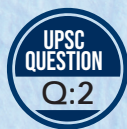


(e) “Implementation of Goods and Services Tax(GST) has led to a Paradigm shift in the centre-state relations, both financially and politically.” Analyse.



Q: Analyse the role of GST Council in fiscal federalism in India.

Q: Is it correct to consider the GST Council as the new balancing wheel of fiscal federalism in India.?



(a) The National Data and Analysis Platform (NDAP) of NITI Aayog facilitates a robust ecosystem to promote democratisation and inclusivity in development. Discuss.



- Q: Discuss role of NITI Aayog as ‘constructive mediator’ in the contemporary combative federalism.**
- Q: Discuss the role of NITI Aayog as a catalyst in Promoting Co-Operative, Competitive Federalism.**



(b) Examine the impact on administration in view of changing relations between political and permanent executive.



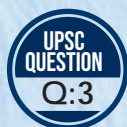
- Q: Political Culture of India significantly impacts its Administration. Discuss.**



(c) Decentralised Planning enhances economic development and social justice. Analyse.



- Q: Multi-level Decentralised Planning is a welcome initiative but it is not the panacea to the developmental challenges. Discuss.**
- Q: Micro Level Planning was envisaged with a vision of People’s participation. Comment.**



(a) “The role of State Finance Commission in distribution of finances between state and local governments is vital”. Discuss.



- Q: The neglect of state finance commission as a tool for devolution of finances to local bodies has been plaguing Indian polity for long. Assess the reasons for ineffective functioning of the state finance commission. What are your suggestions to boost finances to local bodies?**



(b) “Centre-state relations are undergoing a drastic change”. Elaborate.

- Q: Discuss the role of Sarkaria Commission in streamlining Centre-State relations.**
- Q: Fiscal federalism is at the centre of the Centre-State relations. Discuss.**

**GS SCORE
QUESTION**

Q: The politicisation of the office of the Chief Secretary has emerged as a recent frontier in Centre-State relations. Discuss

**UPSC
QUESTION**

(c) “There has been a strain in relations between Governor and State governments in the recent past.” Examine.

**GS SCORE
QUESTION**

Q: Delay in assent to bills has emerged as a recent flashpoint between the office of Governor and Council of Ministers at the state level. Analyze.

Q: Harmonisation in the relations between the Governor and Chief Minister is very essential for the state machinery to perform. Examine the recent trends and analyze the significance of this relationship.

**UPSC
QUESTION
Q:4**

(a) Public sector undertakings have been the bedrock of welfarism in India for many decades. Evaluate the pros and cons of current disinvestment scenario.

**GS SCORE
QUESTION**

Q: Strategic Disinvestment is increasingly becoming the mantra for the government to reach a winwin situation w.r.t. PSUs. Discuss. The goal of welfarism and good governance are the overarching goals of the Indian administration. How do PSUs in the present era further and foster these goals?

**UPSC
QUESTION**

(b) The collegium system of appointments to higher judiciary has been the cornerstone of independence of judiciary. It has remained as the subject of debates in the recent past. Discuss.

**GS SCORE
QUESTION**

Q: The Collegium System in the Indian Judiciary needs to be reformed for greater transparency and accountability. Elaborate.

**UPSC
QUESTION**

(c) The concept of bureaucratic authoritarianism is one of the models of non-democratic rules. Explain.

**GS SCORE
QUESTION**

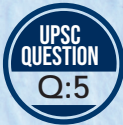
Q: Although bureaucracy is often regarded as the ideal model of a formal organization, it has several shortcomings. Discuss the limitations and challenges associated with bureaucratic systems.

Q: “Accountability mechanisms in Public Administration often clash with bureaucratic autonomy.” Analyze with reference to legislative, executive, and judicial controls.

Q: The politico-bureaucratic relations involve nexuses of all kinds- holy and unholy. Examine the relations and associated reform process to maximize the holy and minimize unholy.



Q: The bureaucratic structure is one of the major causes of the poor performances of public sector units. Comment.



(a) The constitutional stature provided to the Public Service Commissions accord them the autonomy to work towards fair recruitments. Comment.



Q: Boards, Departments, Commissions forms of organisation have varying degrees of Accountability, responsibility and Structures. Elaborate with Examples.



(b) “The neutrality of civil service has become a myth.” Comment.



Q: Does neutrality means indifference, and activism means bias? Examine in the context of Civil Services in India.

Q: Civil Service neutrality is a matter of the past. Comment.



(c) Examine the role of Telecom Regulatory Authority of India (TRAI) in protecting the interests of consumers.



Q: The Central Information Commission and state information commissions are the bulwark for transparency. However this bulwark is weakened with a number of unfilled vacancies. In this light discuss its impact on the quality of transparency and accountability of the administration.



(d) “Parliamentary control over public expenditure is declining.” Comment.



Q: The effectiveness of a Financial Administrative system rests on how it is monitored and controlled. In this light, list and examine the current tools for the parliamentary control over public expenditure and their effectiveness.

Q: “The parliamentary control over administration is lighter while executive control over administration is tighter”. Comment.

UPSC
QUESTION

(e) “The Liberalisation, Privatisation and Globalisation (LPG) has enhanced the participation of private sector in Indian Economy.” Comment.

GS SCORE
QUESTION

- Q: Development administration does not operate in isolation. Liberalisation –Privatisation and Globalisation has significantly impacted DA. Discuss.
- Q: The industrial sector in India has significantly altered in the post liberalisation era. What impact does it have on the present society?
-

UPSC
QUESTION
Q:6

(a) The success of administrative reforms in a country like India depends upon the political will.” Comment.

GS SCORE
QUESTION

- Q: Administration is ecological. Suggest new areas which you think administrative reforms should focus apart from usual aspects of Rules, procedures etc.
- Q: Reforms continue to be good on paper and poor on implementation. Discuss.

UPSC
QUESTION

(b) The journey of transformation of local governance has been long. Examine the challenges to realise the spirit of gram swaraj.

GS SCORE
QUESTION

- Q: “Swaraj” by Gandhiji and “PURA” by APJ Abul Kalam still serve as a guiding models for Rural Governance. Comment.

UPSC
QUESTION

(c) With what aims and objectives was the Capacity Building Commission established? Evaluate how far it has come in realising the goals.

GS SCORE
QUESTION

- Q: Civil Services reforms have been lustrous on paper and lacklustrous in implementation. Discuss in the context of challenges posed to Mission Karmyogi.

UPSC
QUESTION
Q:7

(a) The separation of police investigation and prosecution has its own benefits and challenges. Analyse in context of recent developments.

GS SCORE
QUESTION

- Q: India needs a police that is Strict and Sensitive; Modern and Mobile; Alert and Accountable; Reliable and Responsive; Tech-savvy and Trained. Discuss



(b) Lack of financial resources and independence in managing local funding is hindering the economic and social development of urban areas. Discuss.



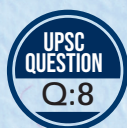
- Q: The dream of Local Self Government has just been “local” to some extent, while the “self” is still on a long road to be realised. Analyze.
- Q: Problems of finance and capacity building are the major concerns for urban local governments in India. Explain.



(c) National Investigation Agency (NIA) is playing an important role in countering terrorism. Comment.



- Q: The “General Consent” continues to remain a thorny issue in the operational aspects for CBI. Explain.



(a) Police-Public relations are poor in India. What measures are required to strengthen these relations?



- Q: Police agencies are the most visible arm of the state to a common citizen. Analyse how better reforming the public-police equation is the key to reform citizen-administration interface.



(b) The office of the Comptroller and Auditor General of India and its functioning is away from the public eye. Still it is one of the most important office under constitution. Discuss.



- Q: CAG is as a protector of Financial Management of the country. Comment.



(c) Critically examine the problems of administration in coalition regimes.



- Q: Explain how CAG is instrumental in securing accountability of the executive to the parliament in the sphere of financial administration. List the constitutional provisions to ensure the independence of CAG.
- Q: Coalition era is back, and so are its challenges. Examine its impact on Indian Administration.

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