



"The significant problems we face can not be solved at the same level of thinking we were at when we created them." - Albert Einstein

ANALYSIS / APPROACH / SOURCE / STRATEGY: PUBLIC ADMINISTRATION MAINS 2012 PAPER

- TEAM VISION IAS

Questions	Q. No.	Marks	Topic	Sub Topic	Level	Nature	Primary Source/Chapter	Secondary Resource/Chapter	From Vision IAS Test Series (% comparison/similarity)
PUBLIC ADMINISTRATION PAPER – I									
'On a more sophisticated plane public choice is concerned with "Pareto optimality", or at least with "Pareto improvements".' Comment.	1(a)	15	Public policy	Policy Evaluation criteria	Difficult	Unconventional	IGNOU booklet on public policy +Public Administration and Public Affairs-Nicholas Henry		
'In the canonization of this abstract idea of "Staatsraison" are inseparably woven the sure instincts of the bureaucracy for the conditions which preserve its own power in the State' [Weber]. Explain.	1(b)	15	Administrative Thought	Max weber	Very Difficult	Unconventional	-		
'Man's motives ... in different subparts of the same organization may be different' [Edgar Schein]. Discuss.	1(c)	15	Administrative Behaviour	Morale and Motivation	Difficult	Unconventional	Organizational culture & leadership- Edgar Schein		
Leadership is the 'influential increment over and above mechanical compliance with the routine directives of the organization' [Katz and Kahn]. Analyze.	1(d)	15	Administrative Behaviour	A Leader role in organization	Difficult	Unconventional	"The social psychology of organizations" by Katz & Kahn		
'Policy judgements comprise reality judgements, value judgements and instrumental judgements' [Geoffrey Vickers]. Elucidate.	1(e)	15	Public policy	Policy making	Difficult	Unconventional	The art of Judgement: A study of policy making- Geoffrey Vickers		

How would you trace the development of Public Administration in terms of different paradigms from the politics/administration dichotomy of 1900-1926 to the rise of Public Administration as Public Administration after the formation of the National Association of Schools of Public Affairs and Administration (NASPAA) in the USA in 1970 ?	2(a)	30	Introduction	Evolution of the discipline	Easy/Medium	Conventional	Public Administration and Public Affairs- Nicholas Henry/ IGNOU notes		
In what respects is Taylor's Scientific Management' or classical motivational theory different from the classical organizational theory expounded by Gulick, Urwick etc.?	2(b)(i)	15	Administrative Thought	Scientific management and classical theory	Easy/Medium	Conventional	Administrative Thinkers- P& P,	TMH Public admin- Laxmikant, Mohit Bhattacharya, Fadia & Fadia, Ignou Notes	
What light does Antonio Gramsci 's critique of Taylorism throw on its socio-psychological underpinnings ?	2(b)(ii)	15	Administrative Thought	Scientific management	Medium/Difficult	Unconventional			
'Three features characterize Simon's original view of bounded rationality: search for alternatives, satisficing, and aspiration adaptation.' Elucidate.	3(a)	20	Administrative Thought	Simon's decision-making theory	Easy/Medium	Conventional	New Horizons of Pub ad- Mohit Bhattacharya, TMH Laxmikant		
'The essence of the contingency theory paradigm is that organizational effectiveness results from fitting characteristics of the organization, such as its structure, to contingencies that reflect the situation of the organization.' Give your reactions to this statement.	3(b)(i)	20	Organizations	Contingency theory	Medium	Conventional	R.K. Jain Public Sector Undertakings	Mohit Bhattacharya New Horizons of Public Administration	Test 7 Question 6B(80%)
In the light of your discussion on 3(b) (i) above, also show where and how this 'fitting' differs essentially from the 'coping' with 'stress' from the environment emphasized by the systems theory of organization.	3(b)(ii)	20	Organizations	Systems theory	Medium/Difficult	Unconventional		R.K. Jain Public Sector Undertaking	
'Open access to government records is ... the hallmark of democratic government', but 'governments are not hesitant about destroying records – very deliberately – in order to prevent investigations, as well as to generally weaken accountability'. Do you think that in this situation right to information can go to the extent of demanding complete declassification and 'de-archivization' of government records? Argue.	4(a)	20	Accountability and control	RTI	Medium	Conventional + Current	RTI- ignou notes, related IJPA journals		Test3 Question7B=60%
Should media exposure be included in rules for administrative accountability in India? State your views.	4(b)	20	Accountability and control	Role of Media	Easy/Medium	Conventional + Current	Ignou notes, IJPA journals		Test 3 Question 5B-80%

Comment on the role of Civil Society in facilitating administrative accountability with special reference to the 'Janlokpal' issue in India.	4(c)	20	Accountability and control	Civil society	Easy/Medium	Conventional + Current	IJPA journals, newspapers Mohit Bhattacharya New Horizons of Public Administration		Test9 Question 8A1-75%
'Rigg's classification of societies into fused, prismatic, and differentiation.' Analyze.	5(a)	12	Comparative Public Administration	Riggsian model	Easy	Conventional	Administrative Thinkers-P & P Public administration: a comparative perspective-Ferrel Heady	R.K. Arora Comparative Public Administration	Test 2 Question 5C + Test7 Question 1A-70%
'The anti-development thesis ... reduces development to an idea without history, impervious to change', but 'fails to take account of the fact that for all its faults, development can be empowering.' Discuss.	5(b)	12	Development Dynamics	Anti-development thesis	Medium	Conventional	Development Administration by Mohit Bhattacharya	R.K. Sapru's Development Administration	test 2 question 4A-65%
The 'selection model of recruitment rests on the assumption that the primary needs to be met are those of the organization.' Examine.	5(c)	12	Personnel Administration	Recruitment	Easy	Conventional	O Glenn Stahl Public Personnel Administration S.L. Goel Personnel Administration in India		Test 8 Question 1C-50%
'Our normal expectation should be that new programs will fail to get off the ground and that, at best, they will take considerable time to get started. The cards in this world are stacked against things happening' [Pressman and Wildavsky]. Comment.	5(d)	12	public policy	Implementation	Difficult	Unconventional	Advance Books	Program Evaluation and the Management of Government By Ray C. Rist	
'Those who budget, deal with their overwhelming burdens by adopting heuristic aids to calculation' [Wildavsky]. Explain.	5(e)	12	Financial Administration	Budgetary process	Difficult	Unconventional	Politics of Budgetary process -Wildavsky		Test 3 Question2B+Test10 Question4B2-40%
Do you think that there is an unresolved and often overlooked tension in Dicey's concept of rule of law, considering that the other principle of parliamentary sovereignty in English constitutional system runs counter to it?	6(a)	20	Administrative Law	Dicey on Administrative law	Medium	Unconventional	Bureaucracy & development administration - Mohit Bhattacharya		test -3 Question 8(c),6(B)-60%
Would you agree that the strong Rechtsstaat version of the rule of law found on the Continent never existed in England because of its particular history?	6(b)	20	Administrative Law	Meaning	Medium	Unconventional		http://books.google.co.in/books?id=UkWw0wGL_MOC&pg=PA185&lpg=PA185&dq=Rechtsstaat&source=bl&ots=OKeqc1SifL&sig=zzBRXqb7PAyFx43XnhH3Z0XQ7QY&hl=en&sa=X&ei=HEd4UIz	

								6MsTJrAfzloGABA&ved=0CD8Q6AEwAw	
Why is le droit administratif regarded alongside the Napoleonic Code as the most notable achievement of French legal science?	6(c)	20	Administrative Law	Meaning, scope	Medium	Conventional	Massey administrative law, M.P. Jain adm law		
Comment on the reasons why universal theory remains elusive in comparative public administration.	7(a)	20	Comparative Public Administration	Current status of comparative public administration	Easy/medium	Conventional	Ferrel Heady Public Administration – A Comparative Perspective	R.K. Arora Comparative Public Administration	Test 2 Question 8A and 8B-70%
Given the importance of the issue of sex equality in development do you think the self-help group movement adequately addresses absence of women in the former mainstream development agenda?	7(b)	20	Development Dynamics	SHG movement	Easy/medium	Conventional + Current	Related IJPA journals+ Development Administration by Mohit Bhattacharya	R.K. Sapru's Development Administration	Test 2 Question1C+test7 Question3B-50%
Would you agree with Bachrach and Baratz that along with decisions, non-decisions are also part of policy? Give reasons for your answer.	7(c)	20	Public policy	Policy making	Medium/Difficult	Unconventional	Bachrach and Baratz - second dimension of power: non-decisionmaking	http://homepages.abdn.ac.uk/p.bernhamen/pages/Power_JPR.pdf	
'Relations are the building blocks of network analysis' — In the light of this statement summarize the form and content of relations in 'network analysis'.	8(a)(i)	15	Techniques of Administrative Improvement	Network analysis	Medium	Conventional	P.R. Dubbashi Administrative Reforms	G.E. Gaiden Administrative Reforms	
Trace the background and development of PERT of enumerate the steps involved in the application of PERT.	8(a)(ii)	15	Techniques of Administrative Improvement	PERT	Easy/medium	Conventional	P.R. Dubbashi Administrative Reforms	G.E. Gaiden Administrative Reforms	Test3 Question5D+ Discussion=100%
Draw a simple PERT chart for a seminar planning project.	8(a)(iii)	15	Techniques of Administrative Improvement	PERT	Easy/medium	Unconventional			Test3 Question5D+ Discussion=100%

'The apparent demise of e-Government and e- Business as the main organizing principles of society has created the conditions for the rise of e-Governance from the ashes' — In the context of the above statement show the distinctions between e-Government and e- Governance.	8(b)	15	Techniques of Administrative Improvement	e- Governance	Easy/medium	Conventional	Related IJPA journals		test3 Question7C+Test9Question4B2+discussion=100%
PUBLIC ADMINISTRATION PAPER – II									
"The Mughal Administrative System was military rule by nature and a form of centralized despotism." Analyse.	1(a)	12	Evolution of Indian Administration	Mughal administration	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal	B.N. Puri Administrative History of India (Vol. I, II and III)	test4 Question 5A-70%
'Judges should not govern the country. They can lay down a law, not interfere with governance.' Discuss.	1(b)	12	Union Government and Administration	Judiciary - structure, functions, work processes	Easy/Medium	Conventional + Current	Related IJPA Journals	Public Enterprises in India by Laxminarain	
Critically examine the variables in the composition and functioning of Cabinet Committees.	1(c)	12	Union Government and Administration	Cabinet	Difficult	Conventional + Current	Indian Public Administration by Rajni Goyal and R.K. Arora	S.R. Maheswari Local Government in India	
"Memorandum of Understanding' scheme between the Government and Public enterprises has forced public undertakings to improve their overall performance." Do you agree with this statement?	1(d)	12	Public Sector Undertakings	Public Sector Undertakings	Easy	Conventional	R.K. Jain Public Sector Undertakings	J.D. Shukla State Administration	
To what extent has the 74th Constitutional Amendment Act created a 'federation within a federation' in India?	1(e)	12	Urban Local Government	74th Constitutional Amendment	Easy/Medium	Conventional	Related IJPA journals	T.N. Chaturvedi District Administration	Test10 Question4b1=40%
"The success and prestige enjoyed by a Chief Secretary depend, to a large extent, upon his equations with the varied sets of people and institutions that form the work environment." Critically evaluate the statement and its relevance to the role of the Chief Secretary in the discharge of his functions.	2(a)	12	State Government and Administration	Chief Secretary	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal + IGNOU notes	A. Awasthi Central Administration	

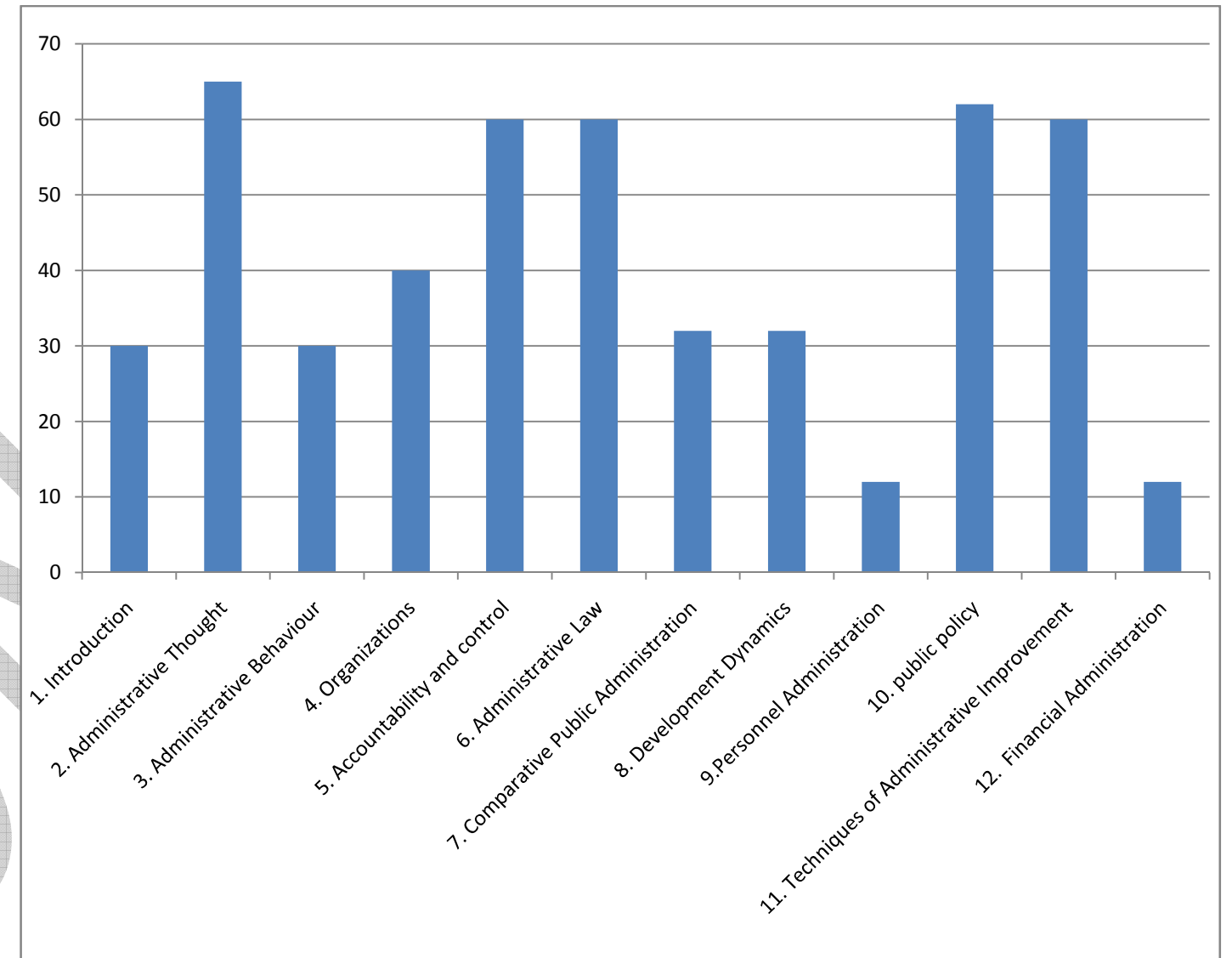
In the exercise of his/her functions, the President of India is a mere Convenient working hypothesis. Do you agree with this view? Justify your reasoning with illustrations.	2(b)	12	Union Government and Administration	Executive	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal + IGNOU notes		Test5 Question4B=70%
'Parliamentary Departmental Committees have played their role effectively in analyzing the demands for grants.' Evaluate.	3(a)	20	Union Government and Administration	Parliament	Easy/Medium	Conventional			Test5 Question7a+Test8Question3A=90%
Explain the emerging ambiguity in respect of the developmental role of the District Collector in the wake of the 73rd Constitutional Amendment Act.	3(b)(i)	10	District Administration since Independence	Changing role of the Collector	Easy	Conventional	Fadia & Fadia + Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal		Test4Question8c+test5 question6b=70%
Justify 'indicative' planning in the context of LPG.	3(b)(ii)	10	Plans and Priorities	'Indicative' planning	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal + Fadia & Fadia		Test4 Question1A=100%
'Parliament is an independent institution, not to be seen as an extension of government or of a party. Elaborate.	3(c)	20	Union Government and Administration	Parliament	Easy/Medium	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal + Fadia & Fadia		
'The authority of the Governor in the discretionary fields is not unrestrained. If it is misused ... the President can check him/her and if necessary, he may even remove the Governor.' Examine this statement critically in the context of the Office of the Governor.	4(a)	25	State Government and Administration	Governor	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal	J.D. Shukla State Administration	Test10Question7A-80%
Discuss the recommendations of the Sarkaria Commission in respect of the National Development Council for improving Centre-State planning relations.	4(b)	20	Administrative Reforms since Independence	Important Committees and Commissions	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal	P.R. Dubbashi Administrative Reforms	Test4 Question8B=80%
'The Arthashastra is a book of political realism.' Elaborate.	4(c)	15	Evolution of Indian Administration	Kautilya's Arthashastra	Easy/Medium	Conventional		B.N. Puri Administrative History of India (Vol. I, II and III)	Test10Question8a1=20%

'Bureaucrats should not play politics, but understand how politics works.' Comment.	5(a)	12	Civil Services	Civil service neutrality	Easy/Medium	Unconventional	Related IJPA journals		Test4 Question1B=100%
'Good governance is closely aligned with effective democratic governance.' Elaborate.	5(b)	12	Introduction	Good governance	Easy	Conventional + Current	Related IJPA journals		Test1 Question8b+Test8Question4 B1=70%
'Corruption is more of an environmental than an administrative problem.' Discuss.	5(c)	12	Significant issues in Indian Administration	Corruption and administration	Easy/Medium	Conventional + Current	Related IJPA journals+ Newspaper	Indian Admn. by R.B. Jain	Test6 Question2A=60%
'Questions represent a powerful technique of parliamentary control over expenditure.' Explain.	5(d)	12	Financial Management	Parliamentary control of public expenditure	Easy	Conventional	Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal	IGNOU Lessons on Financial Administration	Test8Question3A=90%
'Panchayati Raj Institutions are still affected by State control and domination by bureaucracy.' Do you agree?	5(e)	12	Rural Development	Decentralization and Panchayati Raj	Easy	Conventional + Current	S.R. Maheswari Local Government in India	Local Govt. by S.L. Goel	Test6 question5B+Test8Question5 A=80%
Local self-government in India is the interplay of several factors – historical, ideological, and administrative. Critically examine these factors.	6(a)	30	Rural Development	Issues (Rural Development + Urban Local Government)	Medium	Conventional	S.R. Maheswari Local Government in India	Fadia & Fadia + Indian Public Administration: Institutions and Issues- Ramesh Kumar Arora, Rajni Goyal	
'Efforts made towards administrative reforms so far have been lacking in congruence between strategy, structure and substance.' Discuss with illustrations.	6(b)	30	Administrative Reforms since Independence	Major concerns	Medium	Unconventional	P.R. Dubbashi Administrative Reforms		Test6 Question 1A=90%
Indian administration is yet to fully appreciate and adopt the benefits of Information Technology. Elucidate.	7(a)	15	Techniques of Administrative Improvement	Information Technology	Easy/Medium	Conventional + Current	IGNOU Lessons on Financial Administration		Test7Question1C-80%

What is an output-based performance budgeting system? Analyse this system in the context of India.	7(b)	15	Financial Management	Budgeting system	Easy/Medium	Conventional	Basic Reference Books	Test3 Question2B+classroom = 100%
NGOs demand greater autonomy from the State and are now 'new actors' in development. How effective are they as instruments of decentralization and debureaucratization? Critically evaluate.	7(c)	30	District Administration since Independence	Democratic decentralization+ development dynamics	Easy/Medium	Unconventional	Fadia & Fadia	
Compare and contrast the Padmanabhaiah, Ribiero and Mallinath Committee Reports.	8(a)	25	Law and Order Administration	Police committees/commissions	Medium	Conventional	Fadia & Fadia	
"Even though law and order administration is a State subject in the Indian Constitution, it is para-military and other kinds of security forces under the Union Government have grown in recent years." Critically analyse the statement.	8(b)	20	Law and Order Administration	Role of central and state agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism	Easy/Medium	Conventional	Basic Reference Books	
How does New Localism impact Centre-State-Local relations in the era of LPG?	8(c)	15	Urban Local Government	New localism	Medium	Unconventional	Basic Reference Books	Test6 Question 6A-70%

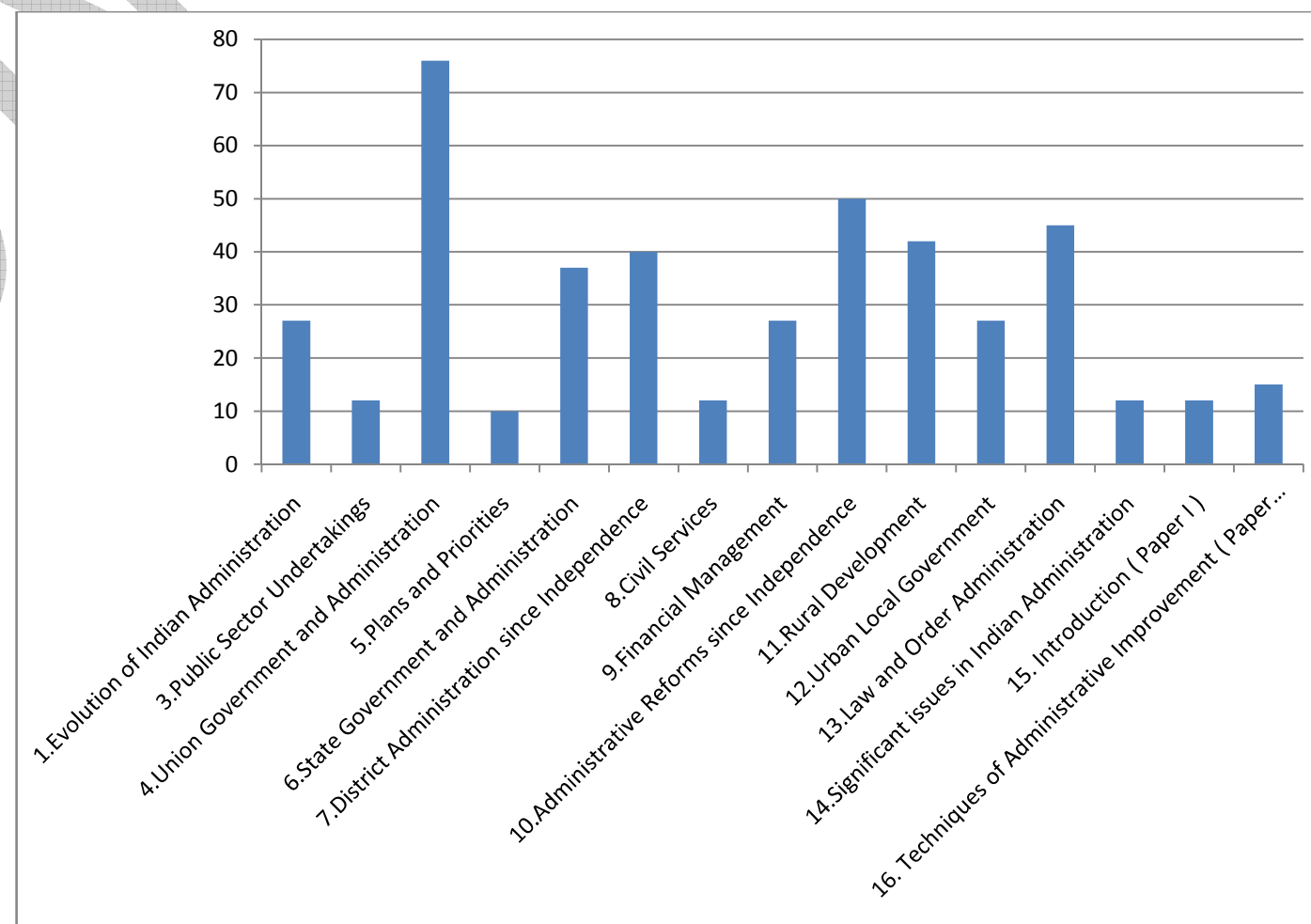
TOPIC / SUB TOPICS ANALYSIS

paper	1
Row Labels	Sum of Marks
1. Introduction	30
Evolution of the discipline	30
2. Administrative Thought	65
Max weber	15
Scientific management	15
Scientific management and classical theory	15
Simon's decision-making theory	20
3. Administrative Behaviour	30
A Leader role in organisation	15
Morale and Motivation	15
4. Organizations	40
contingency theory	20
Systems theory	20
5. Accountability and control	60
Civil society	20
Role of Media	20
RTI	20
6. Administrative Law	60
Dicey on Administrative law	20
meaning	20
meaning, scope	20
7. Comparative Public Administration	32
current status of comparative public administration	20
Riggsian model	12
8. Development Dynamics	32
Anti-development thesis	12
SHG movement	20
9. Personnel Administration	12
Recruitment	12
10. public policy	62
Implementation	12
Policy Evaluation criteria	15
policy making	35
11. Techniques of Administrative Improvement	60
e- Governance	15
Network analysis	15
PERT	30
12. Financial Administration	12
Budgetary process	12
Grand Total	495



paper	2
Row Labels	Sum of Marks
1.Evolution of Indian Administration	27
Kautilya's Arthashastra	15
Mughal administration	12
3.Public Sector Undertakings	12
Public Sector Undertakings	12
4.Union Government and Administration	76
Cabinet	12
Executive	12
Judiciary - structure, functions, work processes	12
Parliament	40
5.Plans and Priorities	10
'Indicative' planning	10
6.State Government and Administration	37
Chief Secretary	12
Governor	25
7.District Administration since Independence	40
Changing role of the Collector	10
democratic decentralization+ development dynamics	30
8.Civil Services	12
Civil service neutrality	12
9.Financial Management	27
Budgeting system	15
Parliamentary control of public expenditure	12
10.Administrative Reforms since Independence	50
Important Committees and Commissions	20
Major concerns	30
11.Rural Development	42
Decentralization and Panchayati Raj	12
Issues (Rural Development+Urban Local Government)	30
12.Urban Local Government	27
74th Constitutional Amendment	12
New localism	15

13.Law and Order Administration	45
Police committees/commissions	25
Role of central and state agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism	20
14.Significant issues in Indian Administration	12
Corruption and administration	12
15. Introduction (Paper I)	12
Good governance	12
16. Techniques of Administrative Improvement (Paper I)	15
Information Technolog	15
Grand Total	444



DIFFICULTY ANALYSIS

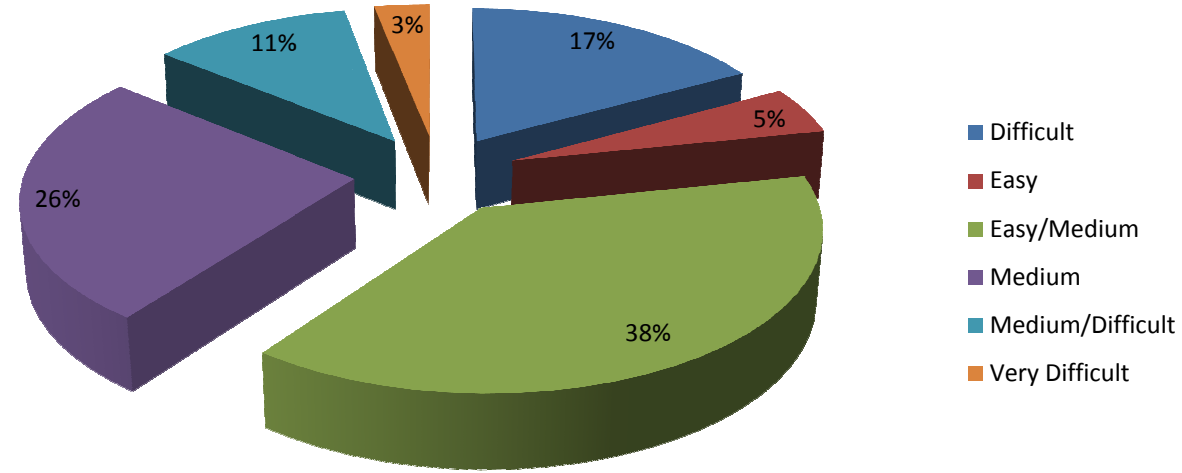
paper	1
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Row Labels	Sum of Marks
Difficult	84
Easy	24
Easy/Medium	190
Medium	127
Medium/Difficult	55
Very Difficult	15
Grand Total	495

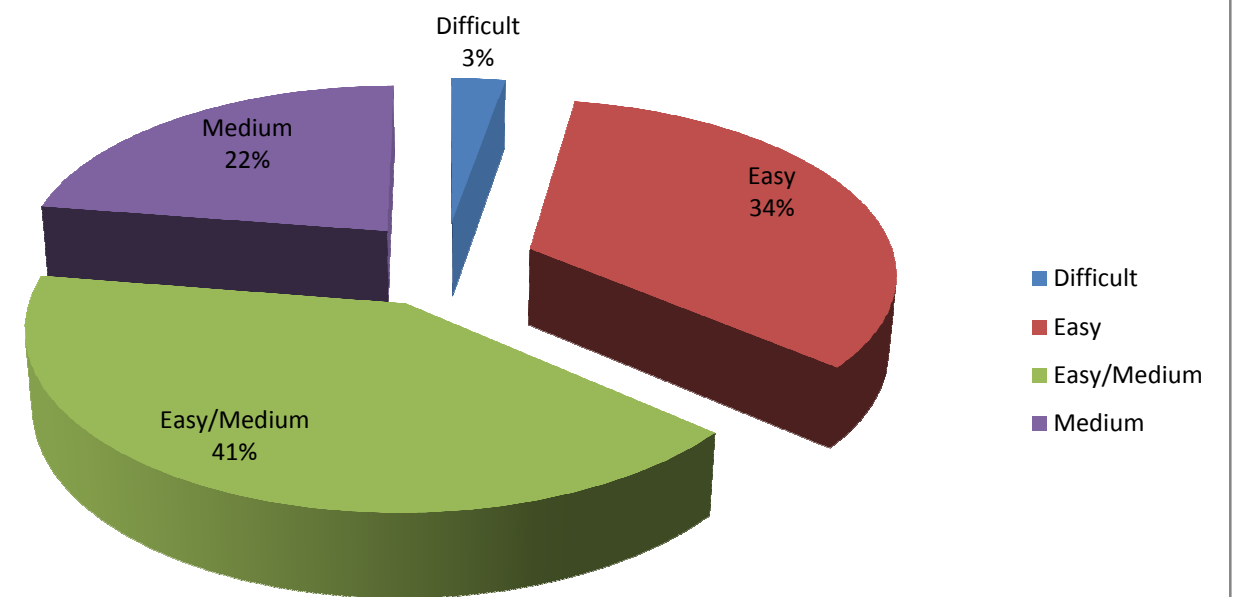
paper	2
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Row Labels	Sum of Marks
Difficult	12
Easy	149
Easy/Medium	183
Medium	100
Grand Total	444

Paper 1



Paper 2



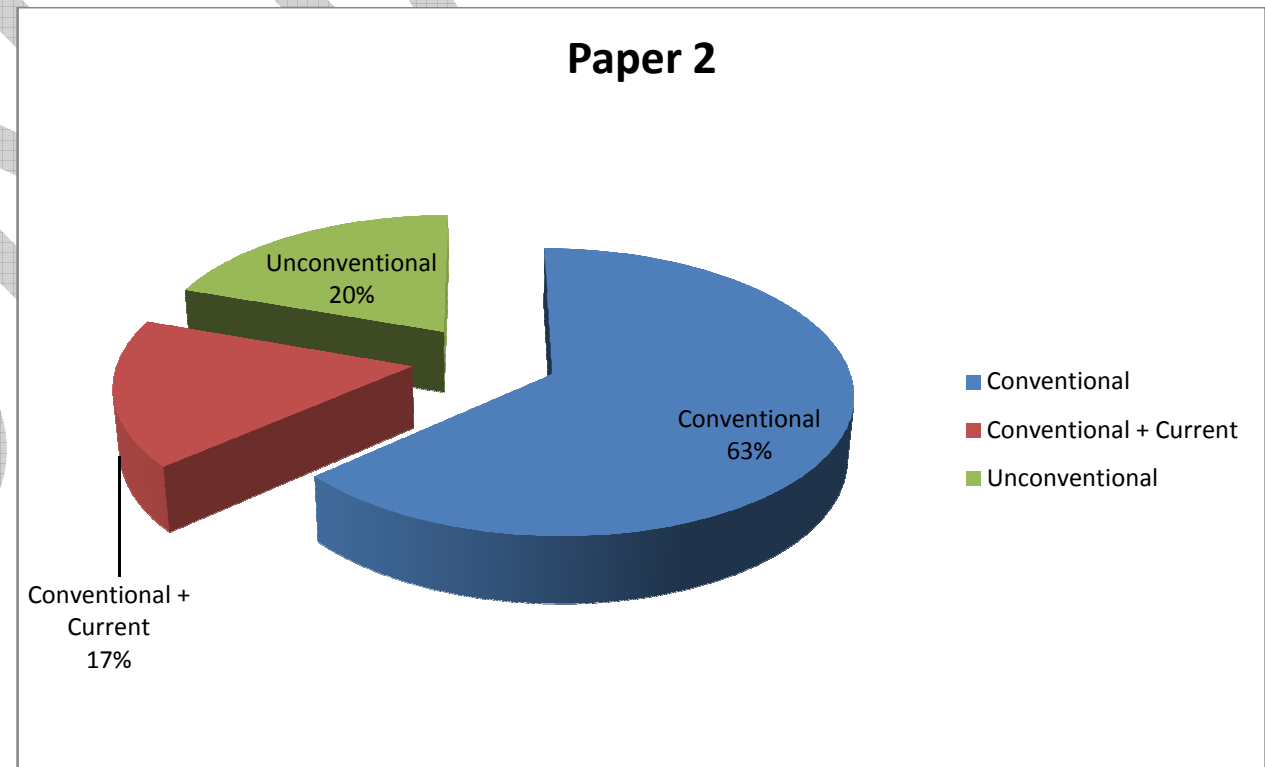
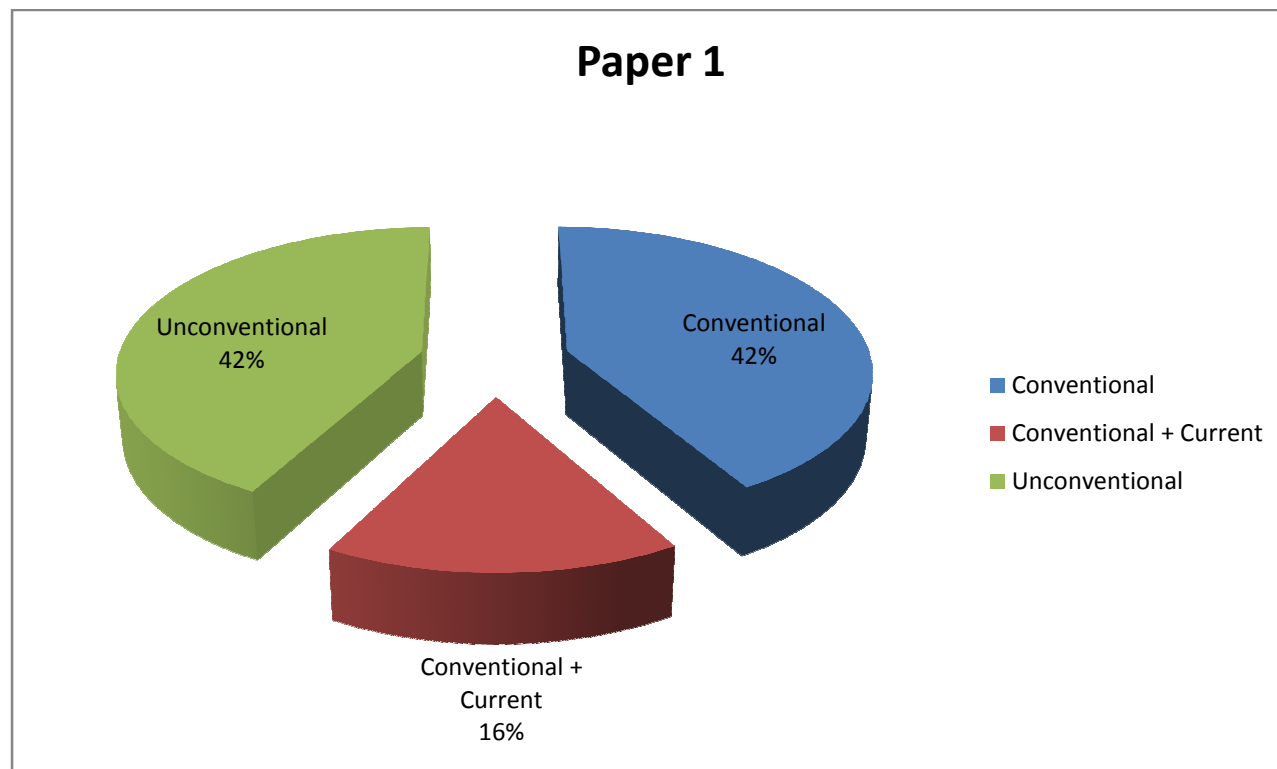
NATURE ANALYSIS

paper	1
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Row Labels	Sum of Marks
Conventional	206
Conventional + Current	80
Unconventional	209
Grand Total	495

paper	2
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Row Labels	Sum of Marks
Conventional	282
Conventional + Current	75
Unconventional	87
Grand Total	444



COMPARATIVE ANALYSIS: Vision IAS Test Series vs UPSC Questions (% comparison/ similarity)

Row Labels	Sum of Marks
1	233
3(b)(i)	
'The essence of the contingency theory paradigm is that organizational effectiveness results from fitting characteristics of the organization, such as its structure, to contingencies that reflect the situation of the organization.' Give your reactions to this statement.	20
4. Organizations	20
Conventional	20
Test 7 Question 6B(80%)	20
4(a)	
'Open access to government records is ... the hallmark of democratic government', but 'governments are not hesitant about destroying records – very deliberately – in order to prevent investigations, as well as to generally weaken accountability'. Do you think that in this situation right to information can go to the extent of demanding complete declassification and 'de-archivization' of government records? Argue.	20
5. Accountability and control	20
Conventional + Current	20
Test3 Question7B=60%	20
4(b)	
Should media exposure be included in rules for administrative accountability in India? State your views.	20
5. Accountability and control	20
Conventional + Current	20
Test 3 Question 5B-80%	20
4(c)	
Comment on the role of Civil Society in facilitating administrative accountability with special reference to the 'Janlokalpal' issue in India.	20
5. Accountability and control	20
Conventional + Current	20
Test9 Question 8A1-75%	20
5(a)	
'Rigg's classification of societies into fused, prismatic, and differentiation.' Analyze.	12
7. Comparative Public Administration	12
Conventional	12
Test 2 Question 5C + Test7 Question 1A-70%	12
5(b)	
'The anti-development thesis ... reduces development to an idea without history, impervious to change', but 'fails to take account of the fact that for all its faults, development can be empowering.' Discuss.	12
8. Development Dynamics	12
Conventional	12
test 2 question 4A-65%	12
5(c)	
The 'selection model of recruitment rests on the assumption that the primary needs to be met are those of the organization.' Examine.	12
9. Personnel Administration	12
Conventional	12
Test 8 Question 1C-50%	12
5(e)	
'Those who budget, deal with their overwhelming burdens by adopting heuristic aids to calculation' [Wildavsky]. Explain.	12
12. Financial Administration	12
Unconventional	12

Test 3 Question2B+Test10Question4B2-40%	12
6(a)	
Do you think that there is an unresolved and often overlooked tension in Dicey's concept of rule of law, considering that the other principle of parliamentary sovereignty in English constitutional system runs counter to it?	20
6. Administrative Law	20
Unconventional	20
test -3 Question 8(c),6(B)-60%	20
7(a)	
Comment on the reasons why universal theory remains elusive in comparative public administration.	20
7. Comparative Public Administration	20
Conventional	20
Test2 Question 8A and 8B-70%	20
7(b)	
Given the importance of the issue of sex equality in development do you think the self-help group movement adequately addresses absence of women in the former mainstream development agenda?	20
8. Development Dynamics	20
Conventional + Current	20
Test 2 Question1C+test7 Question3B-50%	20
8(a)(ii)	
Trace the background and development of PERT of enumerate the steps involved in the application of PERT.	15
11. Techniques of Administrative Improvement	15
Conventional	15
Test3 Question5D+Class Discussion=100%	15
8(a)(iii)	
Draw a simple PERT chart for a seminar planning project.	15
11. Techniques of Administrative Improvement	15
Unconventional	15
Test3 Question5D+Class Discussion=100%	15
8(b)	
'The apparent demise of e-Government and e- Business as the main organizing principles of society has created the conditions for the rise of e-Governance from the ashes' — In the context of the above statement show the distinctions between e-Government and e- Governance.	15
11. Techniques of Administrative Improvement	15
Conventional	15
test3 Question7C+Test9Question4B2+classroom=100%	15
2	276
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1(a)	
"The Mughal Administrative System was military rule by nature and a form of centralized despotism." Analyse.	12
1.Evolution of Indian Administration	12
Conventional	12
test4 Question 5A-70%	12
1(e)	
To what extent has the 74th Constitutional Amendment Act created a 'federation within a federation' in India?	12
12.Urban Local Government	12
Conventional	12
Test10 Question4b1=40%	12
2(b)	
In the exercise of his/her functions, the President of India is a mere Convenient working hypothesis. Do you agree with this view? Justify your reasoning with illustrations.	12
4.Union Government and Administration	12
Conventional	12
Test5 Question4B=70%	12
3(a)	
'Parliamentary Departmental Committees have played their role effectively in analyzing the demands for grants.' Evaluate.	20
4.Union Government and Administration	20
Conventional	20

Test5 Question7a+Test8Question3A=90%	20
3(b)(i)	
Explain the emerging ambiguity in respect of the developmental role of the District Collector in the wake of the 73rd Constitutional Amendment Act.	10
7.District Administration since Independence	10
Conventional	10
Test4Question8c+test5 question6b=70%	10
3(b)(ii)	
Justify 'indicative' planning in the context of LPG.	10
5.Plans and Priorities	10
Conventional	10
Test4 Question1A=100%	10
4(a)	
'The authority of the Governor in the discretionary fields is not unrestrained. If it is misused ... the President can check him/her and if necessary, he may even remove the Governor.'	
Examine this statement critically in the context of the Office of the Governor.	25
6.State Government and Administration	25
Conventional	25
Test10Question7A-80%	25
4(b)	
Discuss the recommendations of the Sarkaria Commission in respect of the National Development Council for improving Centre-State planning relations.	20
10.Administrative Reforms since Independence	20
Conventional	20
Test4 Question8B=80%	20
4(c)	
'The Arthashastra is a book of political realism.' Elaborate.	15
1.Evolution of Indian Administration	15
Conventional	15
Test10Question8a1=20%	15
5(a)	
'Bureaucrats should not play politics, but understand how politics works.' Comment.	12
8.Civil Services	12
Unconventional	12
Test4 Question1B=100%	12
5(b)	
'Good governance is closely aligned with effective democratic governance.' Elaborate.	12
1. Introduction	12
Conventional + Current	12
Test1 Question8b+Test8Question4B1=70%	12
5(c)	
'Corruption is more of an environmental than an administrative problem.' Discuss.	12
14.Significant issues in Indian Administration	12
Conventional + Current	12
Test6 Question2A=60%	12
5(d)	
'Questions represent a powerful technique of parliamentary control over expenditure.' Explain.	12
9.Financial Management	12
Conventional	12
Test8Question3A=90%	12
5(e)	
'Panchayati Raj Institutions are still affected by State control and domination by bureaucracy.' Do you agree?	12
11.Rural Development	12
Conventional + Current	12
Test6 question5B+Test8Question5A=80%	12
6(b)	
'Efforts made towards administrative reforms so far have been lacking in congruence between strategy, structure and substance.' Discuss with illustrations.	30

10. Administrative Reforms since Independence	30
Unconventional	30
Test6 Question 1A=90%	30
7(a)	
Indian administration is yet to fully appreciate and adopt the benefits of Information Technology. Elucidate.	15
11. Techniques of Administrative Improvement	15
Conventional + Current	15
Test7 Question1C=80%	15
7(b)	
What is an output-based performance budgeting system? Analyse this system in the context of India.	15
9. Financial Management	15
Conventional	15
Test3 Question2B+discussion=100%	15
8(b)	
“Even though law and order administration is a State subject in the Indian Constitution, it is para-military and other kinds of security forces under the Union Government have grown in recent years.” Critically analyse the statement.	20
13. Law and Order Administration	20
Conventional	20
Test6 Question 6A=70%	20
Grand Total	509

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Analysis & Approach: Public Administration Mains Paper, 2012

Looking at this year's paper(esp paper 1) & the last year's paper & the average marks obtained by the candidates with this optional last year Public Administration cannot be established as one of the most successful and the safest of the optional available in the UPSC curriculum for civil services main examination. It is because, both the nature & type of questions asked are being changed on year per year basis, last year, almost 60% of the paper was from 2nd ARC & newspaper, while this year not even 5% was from current or ARC reports. At the same time, a process of remarkable change has also been enunciated in the quality as well as the quantity of the questions that are being asked now a days.

This should not be taken as a shock, surprising or something very unprecedented. UPSC has already shown its intention of change through various means- one of which being the new and drastically changed Preliminary Test.

This is evident in this year's question paper which was not much applied or practical but non- conventional(esp- paper 1) in nature and shape. There is visual shift of focus. The paper can be called as lengthy that demanded the more innovative side of you. On the spot thinking, decision making & answer writing skills are the key tools to tackle such kind of paper(paper1). More relevance has to be given to the core basic Pub ad.

Here is an analysis of this year's main paper with challenges, strategies and preparatory measures underlined:

CHALLENGES-

- 1- Mix of Conventional+ Un-conventional
- 2- Difficulty level increased(because of the unknown & un-heard thinkers asked in paper1)
- 3- Lengthy (more number of questions for same marks)
- 4- 30 markers have taken a backseat- more 15+15+15+15 or 20+20+20 questions.
- 5- Compulsory questions are more unpredictable, unconventional & are in the format of 12+12+12+12+12.
- 6- Non- predictable nature of paper(paper1).

While all the aforementioned points are reverse in case of paper 2, where the question paper is-

- 1- Conventional
- 2- Easy
- 3- Predictable
- 4- Lengthy

UPSC has increased number of questions in order to reward horizontal knowledge. Now, they need both subject specialists with vertical knowledge & a wide learner with better ability to correlate GS and Pub Ad. That can be seen by looking at the nature of the questions asked this year.

PREPARATION according to changed pattern should be on the following lines-

- 1- Thorough reading of text books, everything about widely known thinkers (like weber), contributions of the less-known thinkers and linking ability with pertinent issues of pub ad at hand.
- 2- By dividing the questions into 3 or 4 or 5 segments, upsc wants to cover many topics in a single question. If we compare the present pattern with the old one, we will find that UPSC is touching more number of topics. So, selective study is not going to help anymore.
- 3- SPEED has to be increased looking at the lengthy nature of the Q paper
- 4- UPSC says "no marks will be given for superficial knowledge"- accordingly, you have to maintain quality of the answer and stick to the word limit. No matter how much you are tempted to write more. On-spot smartness is the key.
- 5- Conceptual grasp is important than extensive in-depth preparation.
- 6- Clarity of thought/analytical ability/good writing skills.

In real life situations there are no ready-made solutions, so you have to prepare for the worst. Be sure, the coming mains will again be full of surprises but better prepare yourself for all the uncertainties.

So, in order to help the aspirants correlate the dynamics of the subject and demands of UPSC better, an analysis of Public administration mains paper (2012) has been undertaken.

- You've to answer total 5 questions out of 7 questions (5x 60 marks =300 Marks)
- Q 1 and 5 are compulsory and this year their general break up was into 5 sub questions.
- Paper is divided into two sections (A and B) and you've to at least attempt one question from each.

This year question paper was lengthier as along with Q 1 & 5, almost all other questions are also divided into 3-4 sub parts and no single question of straightaway 60 marks was asked.

PAPER - 1

Topics	Marks
Introduction	42
Administrative Thoughts	65
Organizations	40
Adm behaviour	30
Accountability and control	60
Adm law	60

Development Dynamics	32
Comparative public administration	32
Personnel administration	12
Financial administration	12
Public Policy	62
Tech of adm improvement	60

You shouldn't be swayed by the aforementioned distribution of marks for topics in this year question paper. Trend can very much change that too drastically next year. But some topics are showing constant trends like Thinkers.

Thinkers and theories still take up the major portion of paper 1 and are therefore very important for the next year too. But there is a remarkable & totally unexpected change, a number of statements of unheard thinkers, like Edgar Schein, Katz & Kahn, Geoffrey Vickers, Antonio Gramsci, Wildavsky were asked.

- 'Man's motives ... in different subparts of the same organization may be different' [Edgar Schein]. Discuss.
- Leadership is the 'influential increment over and above mechanical compliance with the routine directives of the organization' [Katz and Kahn]. Analyze.
- 'Policy judgements comprise reality judgements, value judgements and instrumental judgements' [Geoffrey Vickers]. Elucidate.
- What light does Antonio Gramsci 's critique of Taylorism throw on its socio-psychological underpinnings ?
- 'Our normal expectation should be that new programs will fail to get off the ground and that, at best, they will take considerable time to get started. The cards in this world are stacked against things happening' [Pressman and Wildavsky]. Comment.
- 'Those who budget, deal with their overwhelming burdens by adopting heuristic aids to calculation' [Wildavsky]. Explain.

Even the known thinker like Weber is asked in such a manner that hardly a candidate or two have answered the question-

'In the canonization of this abstract idea of "Staatsraison" are inseparably woven the sure instincts of the bureaucracy for the conditions which preserve its own power in the State' [Weber]. Explain.

But, We can answer these questions , **If we rationally think about the meaning of the statement given. All these questions demand on the spot thinking & application. Even the explanation of the line given in the quote-unquote will fetch you decent marks..**except the Weber question, where the meaning of the German word "Staatsraison" needs to be known before answering the question.

Rest of the questions are conventional & medium to easy in nature & could be easily tackled if you have thorough knowledge of the subject.

So, you need to prepare the subject thoroughly, conceptual understanding is must and along with it an applied, innovative and contemporary touch to every topic is must. (Prepare for uncertainties.. you never know UPSC can ask you to invent new training or budgeting method or can correlate a current event like corruption with faulty training and ask you for solutions).

Most of the questions are of general nature so don't require in depth understanding of the topic rather conceptual clarity with wide knowledge of the related phenomenon. So, in 2013 expect more questions of the similar nature.

PAPER – 2

Topic	Marks
Evolution of Indian Adm	27
Union/State/Dist govt and adm	153
Public Sector Undertaking	12
Plans and priorities	10
Civil services	12
Adm reforms since Independence	50
Financial management	27
Rural development	42
Urban local govt	27
Law & order adm	45
Significant issues in Indian Administration	12

A **remarkable change** is noticed in 2012 public administration paper 2 as compared to 2009-10-11.

1. Very easy, conventional & predictable nature of paper
2. Attemptable & approachable
3. General nature & was not on expected lines(as we were earlier expecting more current affairs, ARC into it but it was below expectance & easy).

Paper 2 is easy and interesting and if you are able to link it with GS, then you have that extra edge which can fetch you decent marks. Next year, there could be total change in the nature of the questions asked, the questions could be more applied & current oriented. Important committees & commissions are important, significant issues are important, so keep reading the newspapers & relevant IJPA journals.


Be simple, write simple. They are not looking for scholars but people who understand the topic and can explain it well.

Answer writing is an art. You can't win the war if you don't have a sharp weapon, doesn't matter how much you know the subject... your presentation should be up to the mark. Public administration is indeed scoring only if you know what to write & how to write. Therefore, the best way to prepare for main examination is to actually write it in an examination like scenario and get evaluated by true experts with valuable comments and suggestions that is why it is also called as written examination. That is how you can grow, learn, be dynamic and come victorious.

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Best wishes

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Topic Wise Analysis of Public Administration Paper 1 (2012)

Question	Marks	General Comment	Future Strategy
Introduction	42	<ul style="list-style-type: none"> ➤ This year we have more questions than last year from this section. ➤ “Public choice” and “evolution of discipline of Public Administration” were asked. ➤ So next year, there is high chance of “Wilson”, “NPA”, and “NPM” to be asked. 	<ul style="list-style-type: none"> ✓ Wide and Out of Box study. ✓ Nicholas Henry book also to be studied. ✓ Adequate coverage of Topics like Wilson, NPA and NPM should be done from different sources.
Administrative Thought	65	<ul style="list-style-type: none"> ➤ This year we have seen few questions asked from this section from last year. ➤ You should not be selective in this section, cover all the thinkers given in syllabus irrespective of whether it is asked last year or not. ➤ As we have seen “Simon” was asked last year but this year it is again asked. ➤ For “Weber” you should give sufficient time in Brain storming and source available on Internet. And Jargons, mentioned regarding Weber should clearly be understood. ➤ This year we have question, mixing up of two thinkers/approaches. 	<ul style="list-style-type: none"> ✓ Administrative Thinkers should be thoroughly covered. ✓ No shortcut means- do not restrict yourself to your class note and other limited/insufficient sources or materials. ✓ You should develop the ability of interrelating different approaches (as UPSC is following this trend). ✓ There is high chance of Follet, C.I.Bernard and Participative Management to be asked next year. ✓ Theorist comments/statements should also be given emphasis.
Administrative Behaviour	30	<ul style="list-style-type: none"> ➤ Question on “Decision making”, “morale and motivation” and “Leadership are asked” this year. ➤ But their level is medium/difficult & partially un-conventional. ➤ Unpopular thinker’s quotations are given more emphasis. 	<ul style="list-style-type: none"> ✓ “Decision making” topic is very important and we should cover it thoroughly with good conceptual clarity and sufficient practice sessions. ✓ You should not assume that topics given in this section are very easy and can be prepared in short span of time. ✓ Read from varied sources (including internet). Do not confine yourself to few books & few thinkers.
Organisations	40	<ul style="list-style-type: none"> ➤ This year, questions directly related to “theories”. ➤ And their level was little bit difficult than last year. 	<ul style="list-style-type: none"> ✓ You should thoroughly cover each topics of this section. ✓ Topics like headquarters and field relationship, board and commissions and public-pvt partnership might be asked next year.
Accountability and Control	60	<ul style="list-style-type: none"> ➤ As expected, this year also many questions are asked. ➤ No direct questions. ➤ Questions interlinked with current happening. ➤ It seems RTI is favourite area of UPSC. 	<ul style="list-style-type: none"> ✓ Strategy to cover this topic should be decided first. As topics are current oriented. ✓ Don’t miss the latest development regarding the topics given in this section. ✓ Keep editorial’s cuttings related to this section. ✓ Develop the ability to relate this section with Paper2. ✓ All the topics are important given in this section so prepare well with current affairs and internet.

Administrative LaW	60	<ul style="list-style-type: none"> ➤ Unexpectedly, lot of Questions are asked this year. ➤ Questions can be answered easily if topics are covered thoroughly. 	<ul style="list-style-type: none"> ✓ Many aspirants don't focus adequate attention over this section and superficially prepare this section. ✓ Try to thoroughly understand the topic and enrich your knowledge base with sundry sources. ✓ "Delegated legislation" and "Administrative Tribunals" might be asked this year.
Comparative Public Administration	32	<ul style="list-style-type: none"> ➤ This year we have seen more Questions from this section. ➤ Few questions are easy. ➤ One direct questions from Riggs as expected. 	<ul style="list-style-type: none"> ✓ Riggs model and their critique should be given more emphasis this year also. ✓ Ecology & administration also important.
Development Dynamics	32	<ul style="list-style-type: none"> ➤ Less questions than last year. ➤ Nature was moderate. ➤ Easily be answered if through coverage and have current linking ability. 	<ul style="list-style-type: none"> ✓ Bureaucracy and development, impact of liberalisation might be asked this year. ✓ Anti-development thesis & other mixed up questions with 2 or 3 topics from the same section could also be asked. ✓ Integrate each topic with current happenings.
Personnel Administration	12	<ul style="list-style-type: none"> ➤ Unexpectedly only one question this year. 	<ul style="list-style-type: none"> ✓ Prepare for more Questions next year. ✓ Performance Appraisals, Grievance redressal mechanism and Administrative ethics might be asked next year. ✓ Supplement with ARC Report. ✓ Important bills/Act and current happening regarding this topic should not be missed.
Public Policy	62	<ul style="list-style-type: none"> ➤ Not many Questions from this section. ➤ Level of Questions little bit difficult and less known. 	<ul style="list-style-type: none"> ✓ R.K.Sapru/or IGNOU M.A. booklet should be thoroughly covered. As it seems question directly picked up from there. ✓ This section is very important for next year so good coverage and sufficient practice sessions are very important. ✓ The whole policy making, implementation, evaluation & monitoring process is important. Go through each topic thoroughly integrating each one of them with current happenings.
Techniques of Administrative Improvement	60	<ul style="list-style-type: none"> ➤ Questions were very practical/application type. ➤ It seems PERT is favourite area of UPSC. 	<ul style="list-style-type: none"> ✓ This section can no longer be ignored. ✓ Next year CPM, MIS and O&M might be asked. ✓ Only Theoretical understanding will not be going to work so practical/application aspect should also given more emphasis. ✓ E-Governance is all time important topic, so prepare it well.
Financial Administration	12	<ul style="list-style-type: none"> ➤ One Question from this section and that was little bit difficult in nature. 	<ul style="list-style-type: none"> ✓ Other areas like monetary and fiscal policies, account and audit might be asked this year. ✓ Try to focus more the important theorist's/scholar's comment/statement and grasp it well. ✓ If one question asked this year that does not mean that same will be repeated next year. So thoroughly cover all the topics of this section.

Topic Wise Analysis of Public Administration Paper 2 (2012)

Topics	Marks	General Comment	Future Strategy
Evolution of Indian Administration	27	<ul style="list-style-type: none"> • Questions were direct and easy. 	<ul style="list-style-type: none"> • Legacy of British rule, Kautilya might be asked next year. • Direct but understanding based questions are expected to be asked next year too.
Philosophical and Constitutional framework of government:	0	<ul style="list-style-type: none"> • No direct Questions from this section. • Prepare well this topic for next year. 	<ul style="list-style-type: none"> • We can expect more questions next year. • Basic understanding of the topic is must as questions from this particular section will demand analytical bend of mind+ ability to substantiate with examples.
Public Sector Undertakings	12	<ul style="list-style-type: none"> • One question asked from this section and that was direct and easy. • We have seen only one subtopic is asked so other subtopics are highly important for next year. • It seems that UPSC asked question of this topic interlinking with current happening. 	<ul style="list-style-type: none"> • Topics like Problems of autonomy, accountability and control and Impact of liberalization and privatization might be asked next year. • Also focus the current happening /editorials regarding this topic.
Union Government and Administration	76	<ul style="list-style-type: none"> • As expected many questions asked this year. • All the Questions were very direct and easy. 	<ul style="list-style-type: none"> • This year questions were direct and easy but it doesn't mean that same will be repeated next year also. • Questions on the popular statements given this year (2012-13) by the political leaders or commissions could be asked. • Prepare more complex and challenging type questions for next year. • You can practice questions for this topic from news paper editorials also.
Plans and Priorities	10	<ul style="list-style-type: none"> • Questions were direct and easy. • It highlights the importance of commissions like Sarkaria, arc etc. 	<ul style="list-style-type: none"> • Indicative Planning and National Development Council asked this year so Planning Commission, Decentralised Planning might be asked next year. • Relevant part of important commissions should be covered well. • Keep abreast with the current happening. • Try to correlate with the Indian economic and if time permit then cover "Uma Kapila".

State Government and Administration	37	<ul style="list-style-type: none"> • Two Questions were asked this year. • Their nature was easy and direct. 	<ul style="list-style-type: none"> • Chief Secretary and Governor asked this year. • It is high possibility that union state relation, Finance commission to be asked. • Relevant recommendations of Second ARC, Sarkaria, and Punchhi commission should be supplemented with. • This topic is highly important so adequate practice sessions, lot of brainstorming and sufficient analysis should be done.
District Administration since Independence	40	<ul style="list-style-type: none"> • Two Questions were asked this year. • Their nature was direct and easy. • One question was current oriented and very analytical type and could be answered if “the Hindu” covered well. 	<ul style="list-style-type: none"> • Keep up to date with the current happening. • Analytical approach required to deal with the sub-topics of this section • Relevant issues of Kurukshetra, the Hindu Editorials and Recommendations of ARC should be covered well. • Relevant IJPA articles is a must
Civil Services	12	<ul style="list-style-type: none"> • We have single Question this year. • Its nature was easy and direct. 	<ul style="list-style-type: none"> • More questions expected to be asked, so prepare well for next year. • Correlate with the first paper (personnel Administration). • Second ARC should be supplemented with.
Financial management	27	<ul style="list-style-type: none"> • Two Questions were asked this year. • Its nature was very easy, direct and conventional type. 	<ul style="list-style-type: none"> • Correlate with the first paper (Financial Administration). • Be crystal clear about the concepts. • We can expect more questions next year.
Administrative Reforms since Independence	50	<ul style="list-style-type: none"> • Single Question was asked this year. • Its nature was direct and easy/medium. 	<ul style="list-style-type: none"> • Second ARC should be covered well. • Be more analytical in covering this topic (Past, Present & Future).
Rural Development	42	<ul style="list-style-type: none"> • Two Questions were asked this year. • Their nature was direct and easy/medium. 	<ul style="list-style-type: none"> • Relevant issues of Kurukshetra and relevant Chapters of India Year Book should be covered well. • Panchayati Raj is also important for this year. • Keep an eye on related articles of “The Hindu” & IJPA.
Urban Local Government	27	<ul style="list-style-type: none"> • Two Questions were asked this year. • Their nature was direct and easy/medium. 	<ul style="list-style-type: none"> • Relevant issues of Kurukshetra and relevant Chapters of India Year Book should be covered well. • Keep an eye on related Articles of “The Hindu” & IJPA.

Law and Order Administration	45	<ul style="list-style-type: none"> • Two Questions were asked this year. • Their nature was direct and easy/medium. • We have seen the importance of various committees/commissions. 	<ul style="list-style-type: none"> • Try to cover the various important committees and commissions. • Criminalisation of Politics; & Police and Public relation might be asked next year. • Please refer to the internet for more understanding of the topic & current developments.
Significant issues in Indian Administration	12	<ul style="list-style-type: none"> • We have single Question this year. • Its nature was moderate and applied. • Corruption was in limelight this year. 	<ul style="list-style-type: none"> • NHRC and Disaster Management might be asked next year. • Citizen -administration interface, corruption & administration are the hot topics for the coming years. • Keep abreast with the current happening. • Also spare more time on Internet.

Special Note: For more details & in-depth analysis of any section of Public Administration paper or any other clarification regarding this strategic analysis paper please mail us.

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