LOTUSARISE IAS

MAINS 2027 EDITION

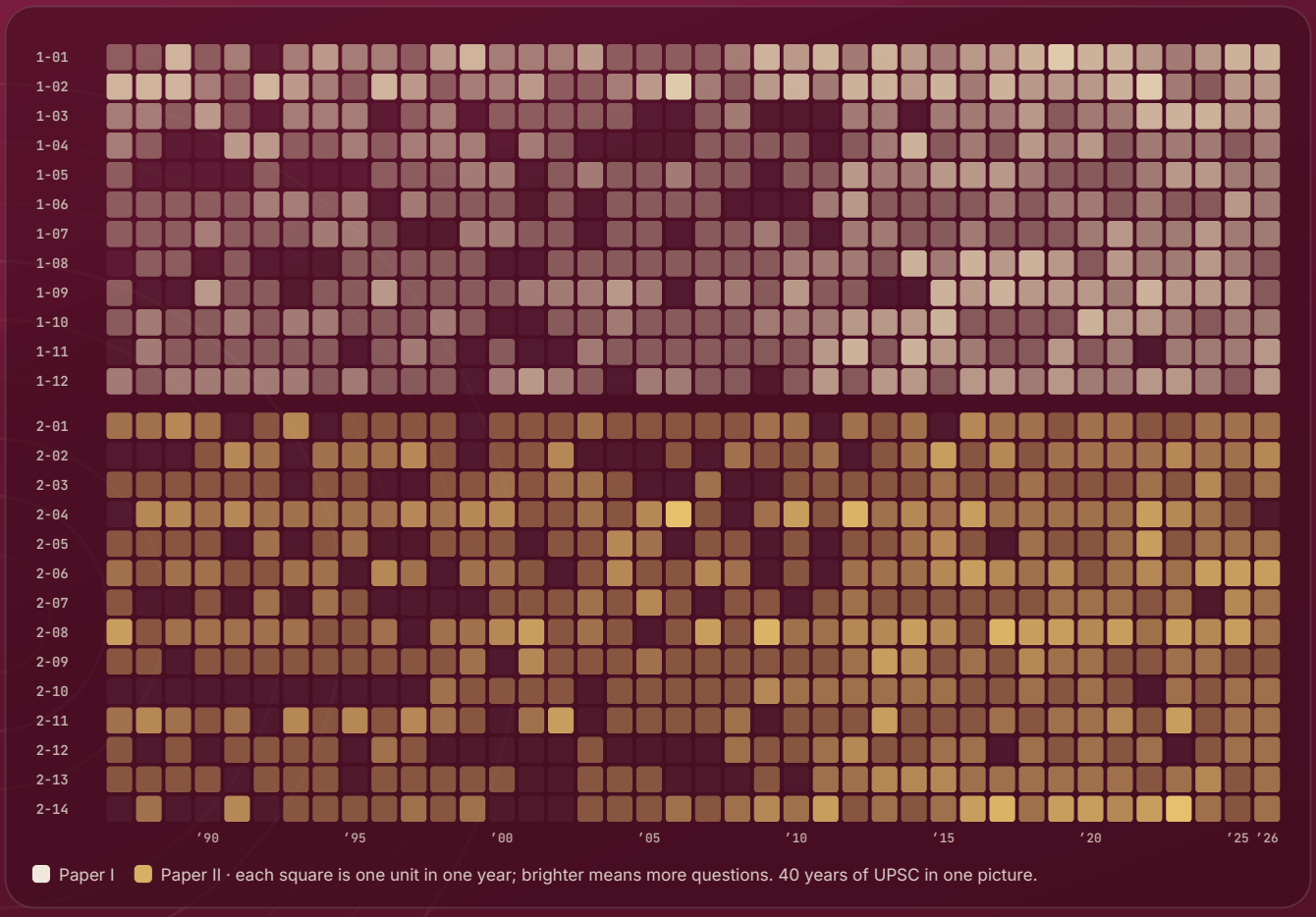
UPSC CSE MAINS · PUBLIC ADMINISTRATION OPTIONAL · PAPER I & II

Previous Year Questions

Topic-wise 1987–2026 + **Year-wise** 2016–2026

All 26 syllabus units of Administrative Theory and Indian Administration, every question since 2016 checked against the official paper with its marks, and a ten-year pattern analysis of what UPSC asks.

COMPILED BY | **Arvind KrS**



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1,643 questions sorted into units

26 syllabus units, both papers

22 full papers with marks

10 years of pattern charts

Contents

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PAPER I · ADMINISTRATIVE THEORY

1-01	Introduction	102	12
1-02	Administrative Thought	112	19
1-03	Administrative Behaviour	62	26
1-04	Organisations	56	31
1-05	Accountability and Control	53	36
1-06	Administrative Law	48	40
1-07	Comparative Public Administration	53	44
1-08	Development Dynamics	57	49
1-09	Personnel Administration	72	54
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PAPER II · INDIAN ADMINISTRATION

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2-06	State Government	76	96
2-07	District Administration	42	102
2-08	Civil Services	98	106
2-09	Financial Management	55	113
2-10	Administrative Reforms	41	118
2-11	Rural Development	66	122
2-12	Urban Local Government	38	127
2-13	Law and Order Administration	50	131
2-14	Significant Issues	74	135

YEAR-WISE PAPERS

2026 · p142 | 2025 · p146 | 2024 · p150 | 2023 · p154 | 2022 · p158 | 2021 · p162 | 2020 · p166
2019 · p170 | 2018 · p174 | 2017 · p178 | 2016 · p182

How to use this book. Learn topic-wise, test year-wise. Work through one unit's questions after you finish that unit, newest first, to see how UPSC frames it. Then sit full papers against the clock.

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PART A | 2017–2026

Ten years of patterns

How many questions UPSC asked from each unit in the last ten papers, and the marks they carried. Each sub-part counts as one question; Q1 and Q5 sub-parts carry 10 marks, the long questions 20, 15 or 10.

560
Questions, 2017–2026 (every sub-part counts as one)

8,000
Printed marks those questions carried

20/26
Units asked in every one of the ten years

36
Questions from the most-asked unit, Introduction

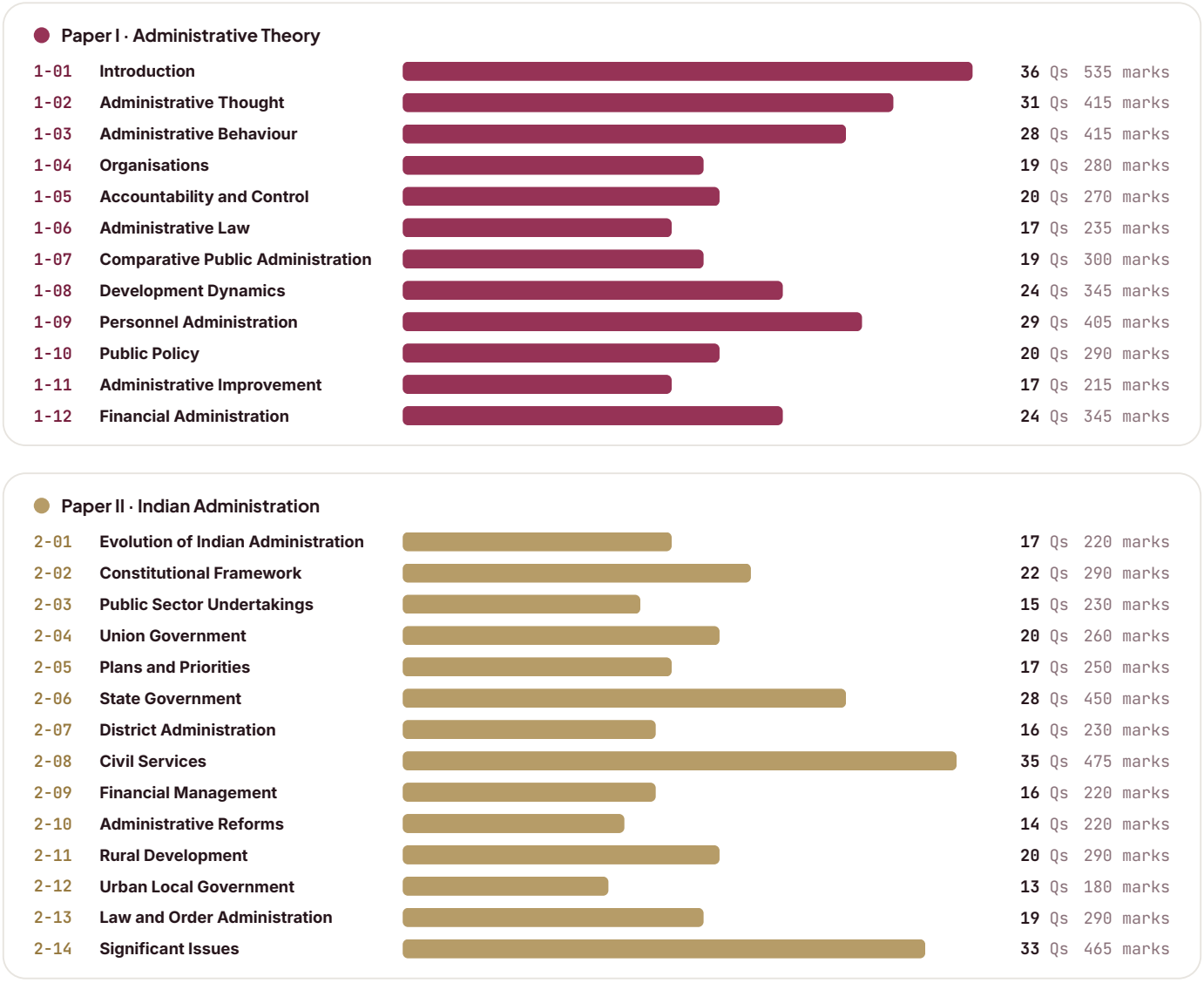
WHAT THE DATA SAYS

- **Most asked:** Introduction (36 questions, 535 marks), Civil Services (35 questions, 475 marks), Significant Issues (33 questions, 465 marks) over ten years.
- **Rising fastest** (2022–26 vs 2017–21): Administrative Behaviour (+8 questions), State Government (+6 questions), Plans and Priorities (+5 questions).
- **Cooling:** Civil Services (-5 questions), Introduction (-4 questions), Development Dynamics (-4 questions). Cooling is not skipping: each of these was still asked in all ten years.
- **Asked least often:** Urban Local Government (8 of 10 years), Administrative Reforms (9 of 10 years), District Administration (9 of 10 years). Even these units drew questions, so no unit is a safe skip.
- **Indian Administration leans on two units:** Civil Services (35 questions), Significant Issues (33 questions) carry the most weight in Paper II, and both reward current examples.

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Unit weightage, 2017–2026

Number of questions asked from each unit across the last ten papers, with the marks they carried alongside. One scale for both papers, so the bars compare directly.



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Year-by-year heat map

Questions asked from each unit in each year. Darker cells mean more questions; a dot means the unit was not asked that year. Read across a row to see how steady a unit is. Ten-year totals: questions, then marks.

UNIT		17	18	19	20	21	22	23	24	25	26	Qs	Marks
1-01	Introduction	3	4	5	4	4	3	2	3	4	4	36	535
1-02	Administrative Thought	4	3	3	3	4	5	2	1	3	3	31	415
1-03	Administrative Behaviour	2	3	1	2	2	4	4	4	3	3	28	415
1-04	Organisations	1	3	2	3	1	2	2	2	1	2	19	280
1-05	Accountability and Control	3	2	1	1	1	2	3	3	2	2	20	270
1-06	Administrative Law	2	1	2	2	1	2	1	1	3	2	17	235
1-07	Comparative Public Administration	1	1	1	2	3	2	2	3	2	2	19	300
1-08	Development Dynamics	3	4	3	1	3	2	2	3	2	1	24	345
1-09	Personnel Administration	4	3	3	3	2	4	3	3	3	1	29	405
1-10	Public Policy	1	1	1	4	3	3	2	1	2	2	20	290
1-11	Administrative Improvement	1	1	3	1	2	·	2	2	2	3	17	215
1-12	Financial Administration	3	2	3	2	2	3	3	2	1	3	24	345
2-01	Evolution of Indian Administration	2	2	1	2	2	1	1	2	2	2	17	220
2-02	Constitutional Framework	3	1	2	2	2	2	3	2	2	3	22	290
2-03	Public Sector Undertakings	1	2	1	1	1	2	1	3	1	2	15	230
2-04	Union Government	2	2	2	2	2	4	3	2	1	·	20	260
2-05	Plans and Priorities	·	2	1	1	2	4	1	2	2	2	17	250
2-06	State Government	3	2	3	1	2	3	2	4	4	4	28	450
2-07	District Administration	1	1	2	2	2	1	2	·	3	2	16	230
2-08	Civil Services	5	4	4	3	4	2	4	3	4	2	35	475
2-09	Financial Management	1	3	2	2	1	1	2	2	1	1	16	220
2-10	Administrative Reforms	1	2	1	2	1	·	2	1	2	2	14	220
2-11	Rural Development	2	1	2	2	3	1	4	1	2	2	20	290
2-12	Urban Local Government	·	2	1	2	1	2	·	1	2	2	13	180
2-13	Law and Order Administration	2	2	2	2	2	1	2	3	1	2	19	290
2-14	Significant Issues	5	2	4	4	3	4	6	2	1	2	33	465

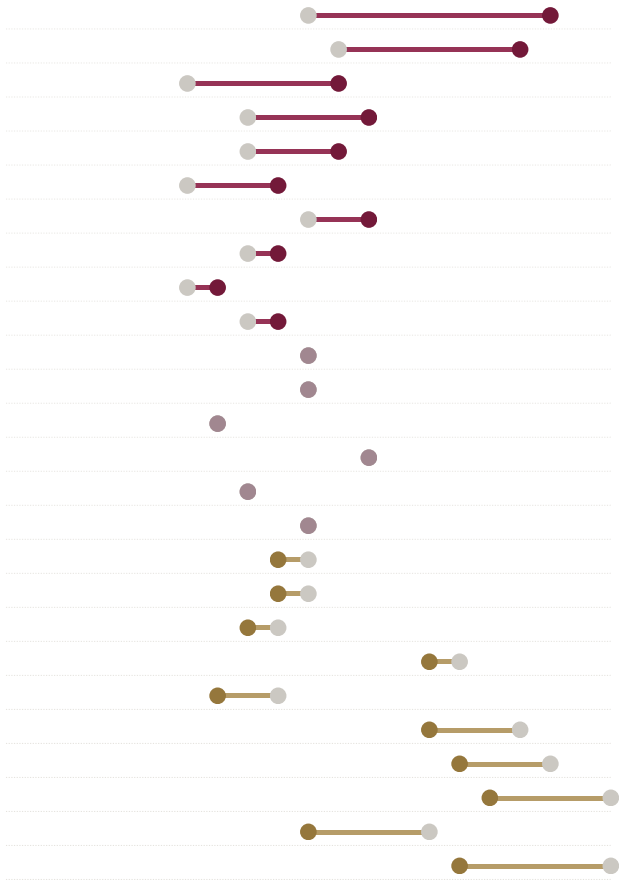
Fewer questions — More questions (max 6 in one year)

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Rising and cooling units

Questions asked in 2017–2021 (grey dot) against 2022–2026 (dark dot), sorted from the biggest rise to the biggest fall. The change in marks is shown on the right.

2017–2021 2022–2026



1-03	Administrative Behaviour	10 → 18	+8	+135 marks
2-06	State Government	11 → 17	+6	+70 marks
2-05	Plans and Priorities	6 → 11	+5	+70 marks
1-05	Accountability and Control	8 → 12	+4	+50 marks
1-07	Comparative Public Administration	8 → 11	+3	+50 marks
2-03	Public Sector Undertakings	6 → 9	+3	+50 marks
2-02	Constitutional Framework	10 → 12	+2	+30 marks
1-06	Administrative Law	8 → 9	+1	+25 marks
2-12	Urban Local Government	6 → 7	+1	+20 marks
1-11	Administrative Improvement	8 → 9	+1	+15 marks
2-11	Rural Development	10 → 10	0	+10 marks
2-04	Union Government	10 → 10	0	0 marks
2-10	Administrative Reforms	7 → 7	0	0 marks
1-12	Financial Administration	12 → 12	0	-5 marks
2-07	District Administration	8 → 8	0	-10 marks
1-10	Public Policy	10 → 10	0	-20 marks
2-13	Law and Order Administration	10 → 9	-1	+10 marks
1-04	Organisations	10 → 9	-1	-20 marks
2-01	Evolution of Indian Administration	9 → 8	-1	-20 marks
1-09	Personnel Administration	15 → 14	-1	-25 marks
2-09	Financial Management	9 → 7	-2	0 marks
1-02	Administrative Thought	17 → 14	-3	-25 marks
2-14	Significant Issues	18 → 15	-3	-115 marks
1-01	Introduction	20 → 16	-4	-65 marks
1-08	Development Dynamics	14 → 10	-4	-65 marks
2-08	Civil Services	20 → 15	-5	-45 marks

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PART C | 26 UNITS | 1,643 QUESTIONS

Topic-wise questions

Every question UPSC has set since 1987, sorted into its syllabus unit, newest first. From 2016 onwards each question is checked against the official paper and shows its marks and its place in the paper; the sub-topic tag shows the theme within the unit.

1-01 Introduction — 102 questions
1-02 Administrative Thought — 112 questions
1-03 Administrative Behaviour — 62 questions
1-04 Organisations — 56 questions
1-05 Accountability and Control — 53 questions
1-06 Administrative Law — 48 questions
1-07 Comparative Public Administration — 53 questions
1-08 Development Dynamics — 57 questions
1-09 Personnel Administration — 72 questions
1-10 Public Policy — 66 questions
1-11 Administrative Improvement — 56 questions
1-12 Financial Administration — 72 questions
2-01 Evolution of Indian Administration — 56 questions
2-02 Constitutional Framework — 58 questions
2-03 Public Sector Undertakings — 43 questions
2-04 Union Government — 90 questions
2-05 Plans and Priorities — 47 questions
2-06 State Government — 76 questions
2-07 District Administration — 42 questions
2-08 Civil Services — 98 questions
2-09 Financial Management — 55 questions
2-10 Administrative Reforms — 41 questions
2-11 Rural Development — 66 questions
2-12 Urban Local Government — 38 questions
2-13 Law and Order Administration — 50 questions
2-14 Significant Issues — 74 questions

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PAPER I · ADMINISTRATIVE THEORY · UNIT 06

48 QUESTIONS · 1987–2026

Administrative Law

17 questions in the last 10 years

235 marks, 2017–2026

10/10 years asked



questions per year, 2017→2026

SYLLABUS Administrative Law: Meaning, scope and significance; Dicey on Administrative law; Delegated legislation; Administrative Tribunals.

2026 — 2 questions

1 "Dicey's three principles of the 'Rule of Law' have been further developed to meet the immense needs of a democratic society." Discuss. Dicey · PI Q1(e) — 10

2 Examine the tension between the functional efficiency of delegated legislation and the risks it poses to accountability and the rule of law. Delegated legislation · PI Q4(b) — 15

2025 — 3 questions

3 Administrative Law has evolved from the need to create a system of Public Administration under law. Elucidate. Meaning, scope and significance · PI Q1(e) — 10

4 The principles of checks and balances count among the most fundamental constitutional values. Comment. Meaning, scope and significance · PI Q3(c) — 15

5 "Delegated legislation should be clear and should confine to the limits determined by the legislature." In light of the statement explain how misuse of administrative discretion can be checked? Delegated legislation · PI Q4(a) — 20

2024 — 1 question

6 The development of administrative law in Welfare State has made administrative tribunals a necessity. Examine. Administrative Tribunals · PI Q3(b) — 15

2023 — 1 question

7 "Subordinate legislation has its drawbacks; this does not negate the fact that it is also quite beneficial." Examine. Delegated legislation · PI Q4(c) — 15

2022 — 2 questions

8 All tribunals are courts, but all courts are not tribunals. Explain. Administrative Tribunals · PI Q1(c) — 10

9 'The administrative state is the creation of a power to bind us, with rules ... that are not made by legislature.' Discuss the constitutionality of the administrative state and its future. Delegated legislation · PI Q2(a) — 20

2021 — 1 question

10 Judicial review, prevention of misuse or abuse of administrative power and provision of suitable remedies are the basic principles of administrative law. Justify as how various organs of the State are able to uphold these principles. Administrative Tribunals · PI Q3(b) — 15

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2020 2 questions

11 "Arbitrariness in the application of rule of law is a primary cause of poor governance." Discuss. Meaning, scope and significance · PI Q1(c) — 10

12 "Developments in the field of Administrative Law reflect an increasingly blurred boundary between the state and society, and between justice and administration." Has administrative law become more constitutional than the Constitution itself? Argue. Meaning, scope and significance · PI Q4(a) — 20

2019 2 questions

13 "Delegated legislation has become a strategic tool in the hands of the executive despite its utility." Comment. Delegated legislation · PI Q1(e) — 10

14 "Red light and Green light theories provide contrasting approaches to the role of administrative law." Which of the two theories will be effective in achieving the objectives of administrative law? Justify your choice. Meaning, scope and significance · PI Q3(b) — 15

2018 1 question

15 "The Journey of Administrative Law has moved much beyond A. V. Dicey." Comment. Dicey · PI Q5(a) — 10

2017 2 questions

16 "Administrative Law is recognised by its substance rather than its form." Discuss. Meaning, scope and significance · PI Q1(e) — 10

17 The principle of delegated legislation is, I think right, but I must emphasise that it is well for Parliament to keep a watchful and even zealous eye on it at all stages "- (Herbert Morrison) Analyze. Delegated legislation · PI Q4(c) — 15

2016 1 question

18 The central concern of Administrative Law has been the legal limitation of administrative discretion." Give reasons. Meaning, scope and significance · PI Q2(c) — 15

2015 1 question

19 "Delegated Legislation is a necessary evil." Comment. Delegated legislation

2014 1 question

20 "The conceptual division between administrative and constitutional law is quite porous, and that along many dimensions, administrative law can be considered more constitutional in character than the constitutions." How would you justify the statement? Meaning, scope and significance

2013 1 question

21 Discuss the views that 'tribunals should have the same degree of independence from the executive as that enjoyed by the Supreme Court and the High Courts, especially for those tribunals that look over the functions of High Courts." Administrative Tribunals

2012 3 questions

22 Would you agree that the strong Rechsstaat version of the rule of law found on the Continent never existed in England because of its particular history? Meaning, scope and significance

23 Why is le droit administrative regarded alongside the Napoleonic Code as the most notable achievement of French legal science? Meaning, scope and significance

24 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 Dicey

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2011 2 questions

25 Make a critical assessment of Dicey's understanding of the Rule of Law and Droit Administratif. Dicey

26 Make out a case for Delegated Legislation. Delegated legislation

2007 1 question

27 "Delegated legislation is a necessary evil." Examine. Delegated legislation

2006 1 question

28 "Today the content of administrative law is driven primarily by the scope of public administrative activity." Explain. Meaning, scope and significance

2005 1 question

29 "Today the content of administrative law is driven primarily by the scope of public administration activity." Explain. Meaning, scope and significance

2004 1 question

30 Delegated Legislation is not absolute. Explain. Delegated legislation

2002 1 question

31 "Dicey was wrong not only in his concept of the rule of law, but he also overlooked the significance of the administrative law." – Comment. Dicey

2000 1 question

32 Write short note on Effectiveness and utility of Central and State Administrative Tribunals. Administrative Tribunals

1999 1 question

33 "Increased delegated legislation is a phenomenon of a modern positive state." Elucidate. Delegated legislation

1998 1 question

34 "Administrative Law in modern government system is inevitable." Comment. Meaning, scope and significance

1997 2 questions

35 The central concern of administrative law has been the legal limitation of administrative 'discretion.' Comment. Meaning, scope and significance

36 How fae is it true to state that delegated legislation has become a present day necessity and it has come to stay, it is both inevitable and indispensable? Delegated legislation

1995 2 questions

37 The field of administrative law, after a century of litigation & adjudication, remains alive with simmering issues. Comment. Meaning, scope and significance

38 Bring out the reasons for the growth and the dangers of delegated legislation. Delegated legislation

1994 1 question

39 "Administrative law is not a rigid, rule-bound barrier to good management." Discuss. Meaning, scope and significance

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1993 2 questions

40 How has the interest of judiciary in administrative decisions grown over the years? Has it extended the frontiers of administrative law? Meaning, scope and significance

41 "The most effective safeguard against the abuse of delegated legislation is not to delegate it in such a manner that it may invite abuse." Comment. Delegated legislation

1992 2 questions

42 'Rule of law is the base of India's constitutional life, and administrative law seeks to ensure that this basic premise remains upheld and protected.' Comment. Meaning, scope and significance

43 'Increased legislative delegation should be considered as a phenomenon of the modern positive state.' Discuss. Delegated legislation

1991 1 question

44 Administrative Tribunals are authorities outside the ordinary court system which interpret and apply the laws when acts of Public Administration are attacked in formal suits or by other established methods.' Discuss. Administrative Tribunals

1990 1 question

45 '..... administrative law, with its creature administrative tribunals, is like martial law, the negation of law.' Comment. Meaning, scope and significance

1989 1 question

46 "Administrative Law has the obligation to observe the principles of natural justice and fairness." Elaborate. Meaning, scope and significance

1988 1 question

47 Administrative tribunals and judicial review are not only instruments of interpretation of law but also safeguards against administrative weaknesses and administrative excesses. Comment. Administrative Tribunals

1987 1 question

48 'The Droit Administratiff violates Dicey's basic principles of Rule of Law.' Comment. Dicey

FINISHED 1-06? READ THE WHOLE UNIT

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Paper I Complete Notes: Administrative Theory
Administrative Law: 3 chapters in Part B, with diagrams and the previous year questions after every chapter.
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PAPER II · INDIAN ADMINISTRATION · UNIT 12

38 QUESTIONS · 1987–2026

Urban Local Government

13
questions in the last 10 years

180
marks, 2017–2026

8/10
years asked



SYLLABUS Urban Local Government: Municipal governance: main features, structures, finance and problem areas; 74th Constitutional Amendment; Global-local debate; New localism; Development dynamics, politics and administration with special reference to city management.

2026 — 2 questions

1. Ease of living index lays the foundation for data driven approach to urban planning. Analyse critically. City management PII Q5(d) — 10

2. Discuss the major management challenges faced by Indian Mega Cities and explore sustainable, inclusive urban development strategies for balanced future growth. City management PII Q8(a) — 20

2025 — 2 questions

3. New localism plays a crucial role in empowering the local actors. Expand. New localism PII Q5(c) — 10

4. Metropolitan cities are providing major portions of national wealth, but their governance is fraught with intricate institutional relationships. Explain. Municipal governance PII Q8(a) — 20

2024 — 1 question

5. Lack of financial resources and independence in managing local funding is hindering the economic and social development of urban areas. Discuss. Municipal governance PII Q7(b) — 20

2022 — 2 questions

6. "The financial suitability of the Urban local bodies can become a reality only when they receive their due share of public finances." Explain Municipal governance PII Q5(e) — 10

7. Do you think that the new localism relegate the spirit of 74th Constitutional Amendment Act, 1992?. New localism PII Q7(c) — 10

2021 — 1 question

8. Contemporary urbanism advocates the integration of diverse modes of urban planning and management concerns. Discuss the above statement in light of urban development in India. Municipal governance PII Q7(a) — 20

2020 — 2 questions

9. Urban local governance is perpetually afflicted with lack of financial autonomy and starvation of funds. Elaborate. Municipal governance PII Q5(d) — 10

10. Ward committees in urban local governance have remained mere paper tigers. The ideal of realizing effective people's participation in collaboration with local functionaries is still in the pipeline. Evaluate the gap in theory and practice. 74th Amendment PII Q7(a) — 20

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2019 1 question

11 The concept of new localism arrangement may defeat the very purpose of local self-governance. Do you agree? Justify. New localism PII Q5(c) — 10

2018 2 questions

12 "Neighbourhood management provides an appropriate glocal strategy of dealing with social exclusion in the urban development scenario." Comment. City management PII Q7(c) — 10

13 "The disempowerment and depoliticisation of urban local government has happened in multiple ways." Comment. Municipal governance PII Q8(c) — 10

2016 2 questions

14 "The concept of 'new localism' is related to the emerging nature of the relationship between the State Governments and local government bodies." Explain. New localism PII Q5(e) — 10

15 "The goals of good governance will remain utopian if local governments, responsible for providing all basic services directly to the citizens, are not empowered as mandated by the 73rd and 74th Constitutional Amendment Acts." Critically evaluate the status of empowerment of the local bodies. Municipal governance PII Q6(a) — 20

2015 2 questions

16 How do the Union Government policies on Smart and AMRUT Cities address the problems of management of urban development? Explain. City management

17 Do you agree that there has been a serious governance-deficit in development administration in India? Give reasons for your answer and add your suggestions. City management

2014 1 question

18 Explain the notion of one hundred 'smart cities' and its likely impact on India's urbanization. City management

2013 1 question

19 "Municipal Administration in India faces both structural and operational challenges." Examine in the context of post-74 th Amendment Act. Municipal governance

2012 3 questions

20 Local self-government in India is the interplay of several factors-historical, ideological, and administrative. Critically examine these factors. Municipal governance

21 To what extent has the 74 th Constitutional Amendment Act created a 'federation within a federation' in India? 74th Amendment

22 How does New Localism impact Centre-State-Local relations in the era of LPG? New localism

2011 2 questions

23 Examine the institutional vulnerability of municipal governance in the midst of an emerging spectre of multiple partnerships. Municipal governance

24 Discuss the basic principles of 'New Localism' as a part of the global-local debate. New localism

2010 1 question

25 "The Jawaharlal Nehru National Urban Renewal Mission (JNURM) is one of the biggest reform-linked development programmes taken up by the Government." Comment. City management

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2009 1 question

26 “Sound municipal governance requires a cadre of specialized municipal services executives equal in status to State Services.” Comment. Municipal governance

2008 2 questions

27 New Localism is identified with the new Local-State and local activism. Examine how this has impacted city management in India. New localism

28 In urban governance, uni-functional agencies and development authorities create a “functional jungle.” Explain. City management

2003 1 question

29 “NGOs are fast replacing the government in the implementation of a large number of programmes.” Elucidate. New localism

1997 1 question

30 “A singular feature of the 74 th Constitutional Amendment is the new role assigned to the urban local bodies in the field of planning.” Comment. 74th Amendment

1996 2 questions

31 Examine the provisions of the 73 rd and 74 th Constitutional Amendments from the point of view of the autonomy of the local bodies. 74th Amendment

32 “The institution of Nagar Panchayat as mentioned in the 73th Constitutional Amendment has to be created with utmost care.” Comment. 74th Amendment

1994 1 question

33 Discuss the urban anti-poverty programmes launched in recent times to ameliorate the poverty situation in our urban areas. City management

1993 1 question

34 “It is time to rationalise urban bodies in matters of size and distribution of functions with a regional authority taking an overall charge of area-wide problems.” Comment. Municipal governance

1992 1 question

35 ‘The State Governments now have little alternative but to accept autonomy, innovation and political directions by representative bodies in Urban Local Government.’ Comment. Municipal governance

1991 1 question

36 ‘The mega growth of urban areas unaccompanied by matching urban government reforms in which the ruralised State Governments are least interested, have left urban governance in India neither autonomous nor effective.’ Comment. Municipal governance

1989 1 question

37 ‘The Old City owned its vitality to religious and cultural forces as a centre of administration.... The Modern City, however, is an economic phenomenon.’ In the light of the above statement discuss the problems of Suburban Sprawls, Slum Dwelling, and Urban Renewal in Metropolitan areas, high-lighting the Central Issues of Structural reorganisation, and Functional distribution in City Government. Municipal governance

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1987 1 question

38 ‘The public administration perspective of urban areas has primarily been concerned with the problems of their multiple structures and working relationships in the field.’ Examine the validity of this observation. Municipal governance

FINISHED 2-12? READ THE WHOLE UNIT

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Urban Local Government: 2 chapters in Part B, with diagrams and the previous year questions after every chapter.

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UPSC CSE MAINS 2026 | PUBLIC ADMINISTRATION OPTIONAL

Question papers 2026

Paper I and Paper II · 250 marks each · 3 hours each · attempt five questions: Q1 and Q5 compulsory, three more with at least one from each section.

PAPER I Administrative Theory

SECTION A

Q1 **Answer the following questions in about 150 words each**

(a) "There is an urgent need to incorporate the contribution of other disciplines into debates and analyses about governance, not the prevalence of disciplinary silos." Comment. 10

(b) The ideas of Frederick Taylor remain highly relevant in today's business world, in both the public and private sectors, including the 'gig economy'. Comment. 10

(c) A transparent organisation keeps the staff in the loop. Describe. 10

(d) Have governments under governance become more transparent and accountable? Elucidate. 10

(e) "Dicey's three principles of the 'Rule of Law' have been further developed to meet the immense needs of a democratic society." Discuss. 10

Q2

(a) Different paradigms of public administration deal with the questions of 'How' and 'Why', but do not negate the centrality of the discipline. Discuss. 20

(b) Douglas McGregor's 'Professional Manager' is a rational, emotive individual whose primary role is to work through the differences and build a managerial team. Explain how his idea of the 'Professional Manager' is distinct from Theory 'Y'. 15

(c) Individuals' perception of fairness and equity at the workplace motivates them to give their best. How can fairness and equity be reinforced to improve productivity in an entity? Discuss. 15

Q3

(a) Bureaucratic features have remained constant in organisations despite the development of different forms under NPM and Public Governance approaches. Give reasons for the persistence of these bureaucratic features. 20

(b) There is no single best way to manage an organisation. Instead, it is about the optimal structure and strategic fit between the organisation's internal sub-systems and its dynamic external environment. Elucidate. 15

(c) The fine demarcation between judicial control and judicial overreach disappears when judicial prudence is replaced by activism. Critically examine. 15

Q4

(a) Abraham Maslow propounded the theory of needs, which identified the basic needs that human beings have in order of their importance. McClelland believes that we all have three motivators, and individuals with different motivators exhibit distinct characteristics. Critically examine. 20

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(b) Examine the tension between the functional efficiency of delegated legislation and the risks it poses to accountability and the rule of law. 15

(c) Hierarchical structures do not align with the modern business world. Discuss the different forms of structuring modern organisations. 15

SECTION B

Q5 Answer the following questions in about 150 words each

(a) The objective of policy sciences is to develop policy knowledge for better policy-making. Comment. 10

(b) Administrative ethics is an abstract concept, and in practice, is an unresolved dilemma between 'what is' and 'what ought to be'. Comment. 10

(c) Is state-led development an artificial distortion of market forces? Analyse. 10

(d) "No tax shall be levied or collected except by authority of law." Analyse. 10

(e) Work study and Work measurement are techniques for improving administrative efficiency. Comment. 10

Q6

(a) "Liberalization, Privatization and Globalization (LPG) successfully resolved the structural crisis of the welfare state with emphasis on market efficiency, undermining the social equity goals essential to public service." Explain. 20

(b) Critically analyse the differences between Ferrel Heady's focus on administrative structures and Fred Riggs's ecological 'Prismatic' model. Which one of these frameworks provides a more effective tool for the study of developing nations? Examine. 15

(c) New communication technology has not only enabled more robust public engagement with the government, but also serves as a new means of internal organizational teamwork. Discuss. 15

Q7

(a) The advent of Comparative Public Administration not only widened the knowledge of Public Administration, but also contributed to developing its understanding in a cross-cultural and cross-national framework. Examine. 20

(b) Rationality in policy-making is a challenge, and its absence is a predicament for the policy process. Examine. 15

(c) Deficit budgeting as a tool for stimulating economic development emerged with government investment and initiative. Is deficit budgeting still relevant in the era of liberal ideology? Justify your answer. 15

Q8

(a) Financial integrity, compliance with laws and performance standards, and efficient, economical and effective service delivery performance are mandatory for every government. Discuss the existing practices in ensuring public financial accountability and also give suggestions to improve it. 20

(b) "Modernization of public services has become an unavoidable priority of governments worldwide." Discuss the key global trends driving the modernization of public services in the light of the above statement. 15

(c) PERT provides a sophisticated framework for managing temporal uncertainties in large-scale projects. Evaluate the strategic utility and inherent limitations of this technique in complex environments. 15

PAPER II Indian Administration

SECTION A

Q1 Answer the following in about 150 words each

(a) Learnings from Arthas 10

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(b) The reforms in public sector enterprises is not only enduring but also evolving. Explain. 10

(c) The present model of strategic planning has roots in indicative planning. Comment. 10

(d) Linkages between the district administration and local self governments have not evolved to the desired extent. Evaluate. 10

(e) Constitutionalism in India paves the way for rule of law and social justice. Elaborate. 10

Q2

(a) An important characteristic of the British Civil Service was its open refusal to be influenced by commercial and industrial interests of India in the name of neutrality. Explain. 20

(b) The political culture in India shapes bureaucratic behaviour, professional integrity and civil service conduct. Explain with suitable examples. 20

(c) Under the Indian Constitution fundamental rights are usually enforced only vertically, whereas Vishaka case represents the horizontal application. Comment. 10

Q3

(a) Planning Commission planned for economic development and social justice, but NITI Aayog has been structured to realise growth potential across the sectors. Discuss. 20

(b) Government of India has done Corporatisation of Ordnance Factory Boards. Discuss the rationale in the light of Disinvestment Policy of the government. 20

(c) Competitive federalism in India while intended to have healthy competition among states has shown tendencies towards parochialism. Comment. 10

Q4

(a) Doctrine of Pith and Substance, and the Doctrine of severability in the legislative relations between the Indian Union and states are supplementary in nature but distinct in application. Discuss. 20

(b) District administration in India is characterised by the dichotomy between law and order maintenance and development management, even though both functions are interdependent and mutually reinforcing. Explain. 20

(c) Trace the reasons for growing incidences of disagreements between the Governors and state governments. 10

SECTION B

Q5 **Answer the following in about 150 words each**

(a) Lateral Entry in Government of India has not moved in the intended direction. Explain the reasons. 10

(b) Though seldom enacted, Cut Motions remain vital instruments of parliamentary accountability. Comment. 10

(c) Administrative reforms in India have been a double-edged sword. Comment. 10

(d) Ease of living index lays the foundation for data driven approach to urban planning. Analyse critically. 10

(e) Ethical and privacy issues limit the emerging use of Artificial Intelligence (AI) by police to combat cyber crimes. Comment. 10

Q6

(a) Civil services is grappling with severe capacity issues and which is a major bottleneck in implementing ambitious programmes across sectors. Mission Karmayogi can only supplement but not solve the entire capacity constraint. Give your opinion. 20

(b) Public debt of states in India has increased significantly in the last one decade. In this context discuss the constraints of the states in planning prudent fiscal management. 20

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(c) Community based Disaster Risk Management is a response to the gaps within the existing Disaster Risk Management strategy. Evaluate. 10

Q7

(a) Supreme Court of India in Prakash Singh case laid the foundation for effective police reforms in India, but the states have frittered the opportunity. Discuss. 20

(b) Disconnect between the rural development institutions and state level agencies have led to each operating in silos at both levels resulting in inefficiencies. Find the reasons. 20

(c) 'Zero tolerance against Corruption', commitment of Government of India has multi-pronged approach. Critically analyse. 10

Q8

(a) Discuss the major management challenges faced by Indian Mega Cities and explore sustainable, inclusive urban development strategies for balanced future growth. 20

(b) Lack of political will to support several administrative reforms has led to their inadequate implementation. Critically validate. 20

(c) Women in panchayats challenge the established patriarchal norms and contest structural inequalities in society. Explain. 10

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