



**FEDERAL PUBLIC SERVICE COMMISSION**  
**COMPETITIVE EXAMINATION-2020**  
**FOR RECRUITMENT TO POSTS IN BS-17**  
**UNDER THE FEDERAL GOVERNMENT**  
**GOVERNANCE AND PUBLIC POLICIES**

Roll Number

<b>TIME ALLOWED: THREE HOURS</b> <b>PART-I(MCQS): MAXIMUM 30 MINUTES</b>	<b>PART-I (MCQS)</b> <b>PART-II</b>	<b>MAXIMUM MARKS = 20</b> <b>MAXIMUM MARKS = 80</b>
<b>NOTE:</b> (i) Part-II is to be attempted on the separate Answer Book. (ii) Attempt <b>ONLY FOUR</b> questions from PART-II. ALL questions carry <b>EQUAL</b> marks. (iii) All the parts (if any) of each Question must be attempted at one place instead of at different places. (iv) Write Q. No. in the Answer Book in accordance with Q. No. in the Q.Paper. (v) No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed. (vi) Extra attempt of any question or any part of the question will not be considered.		

**PART-II**

- Q. No. 2.** Kerala's (India) governing model presents a theory of decentralized development. Critically evaluate the strengths and weaknesses of this experience in Kerala. What is the feasibility for its adoption in your province in Pakistan? **(20)**
- Q. No. 3.** What are the similarities and differences of thoughts on Bureaucracy by Woodrow Wilson and Max Weber? Draw out a link between their thoughts and the political system that both had experienced in their countries? **(20)**
- Q. No. 4.** What are the roles of bureaucracy in the various stages of public policy process from problem identification/definition to policy change/termination? **(20)**
- Q. No. 5.** Describe the evolution of the paradigm of governance from Wilsonian concept of the dichotomy of politics and administration to the contemporary fusion of both.
- Q. No. 6.** (a) What are the commonalities and difference in the tenets of Good Governance between World Bank, Asian Development Bank and Department for International Development (DFID)? **(12)**  
(b) The concept of good governance is ubiquitous in democratic states. What is the role of the World Bank in the promotion of this concept? **(8)**
- Q. No. 7.** (a) In the Rational Choice theory, how is the institution of the bureaucracy described? **(12)**  
(b) What are the lessons that can be drawn from the Rational Choice theory for reforming Pakistani bureaucracy? **(8)**
- Q. No. 8.** Choose any of your favorite policy sector to elucidate following components of policy analysis process; **(20)**  
**(5 marks each)**  
(a) Constructing policy alternatives  
(b) Choosing evaluative criteria  
(c) Assessing the alternatives  
(d) Drawing conclusions

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Q: 3

Answer 1 - Introduction

"Bureaucracy is the sum of knowledge and expertise within the government.."

(Max Weber)

Bureaucracy is the essential skeleton of the government. Both Max Weber and Woodrow Wilson agreed to many points regarding bureaucratic model within their country and also disagreed to several points. In fact, they observed the role of bureaucracy in the political system of their country. Thus, bureaucracy is a tool of the government.

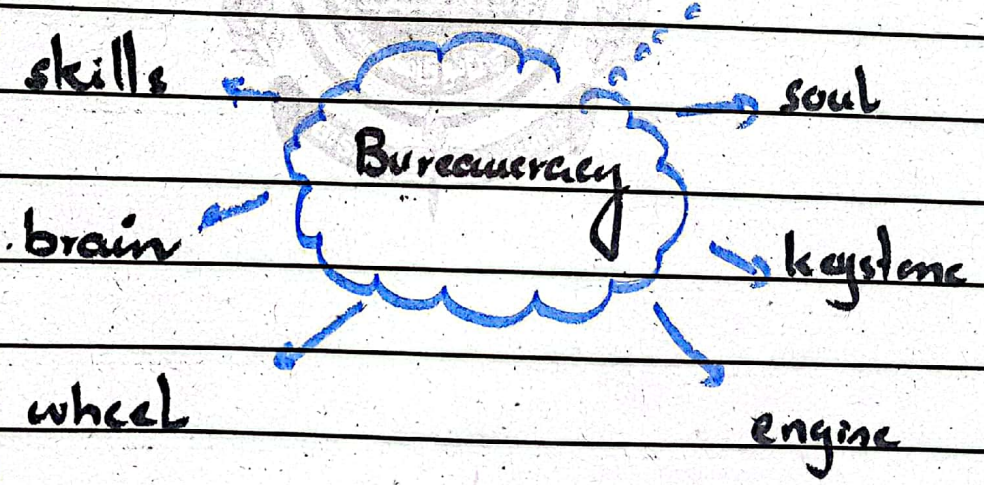
2- Definition of 'bureaucracy'

'Bureaucracy is an important type of the

government."

(Quaid-e-Azam,  
Addressing Civil Society  
in Peshawar, 1848)

Bureaucracy is the executive part of the government. It helps to implement policies made by the legislature. Thus, bureaucracy is a soul of the government.



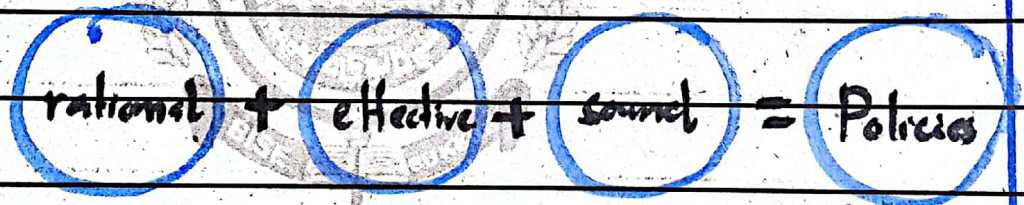
Bureaucracy relations to the  
government

### 3- Bureaucracy by Max Weber

Max Weber is known as 'father of bureaucracy'. He has framed a rigid concept of bureaucracy, which is clear in his statements.

"Bureaucracy is a driver of rational, effective and sound policies."

(Max Weber)



This shows the importance of bureaucracy by Max Weber.

### 4- Bureaucracy by Woodrow Wilson

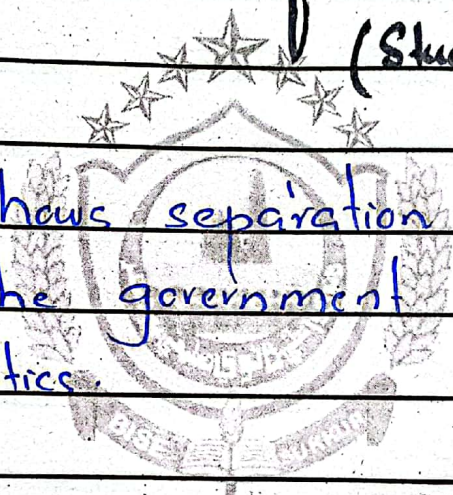
Woodrow Wilson also observed sound role of bureaucracy in his country. In fact, he

emphasized the role of bureaucracy in the government in his book "The Administration."

"Bureaucracy is a skeleton of the government, but away from political influence."

(Study of Administration 1924)

This shows separation of bureaucracy from the government in the context of politics.



### 5- Similarities in thoughts regarding bureaucracy by Max Weber and Woodrow Wilson

Following are evidences:

a) Hierarchical structure

Max Weber and Wood

row Wilson agreed to hierarchical model of bureaucracy. Chain of bureaucratic players was prevailed in political system of both countries.

"Bureaucracy is a top-to-bottom hierarchical chain."

(Max Weber and Woodrow Wilson's view)

This shows similarity in thoughts.

b) Separation from political interests.

Further, both agreed to separation from political interests. Bureaucracy is the government, but away from political interests and interferences.

"Bureaucracy is permanent with rational choices to the state, not for politics."

(Max Weber and Woodrow Wilson's view)

This indicates separation from politics.

### c) Capabilities of bureaucracy

Furthermore, both believed in capabilities of bureaucracy.

They told that bureaucracy is a body full of techniques and important capabilities.

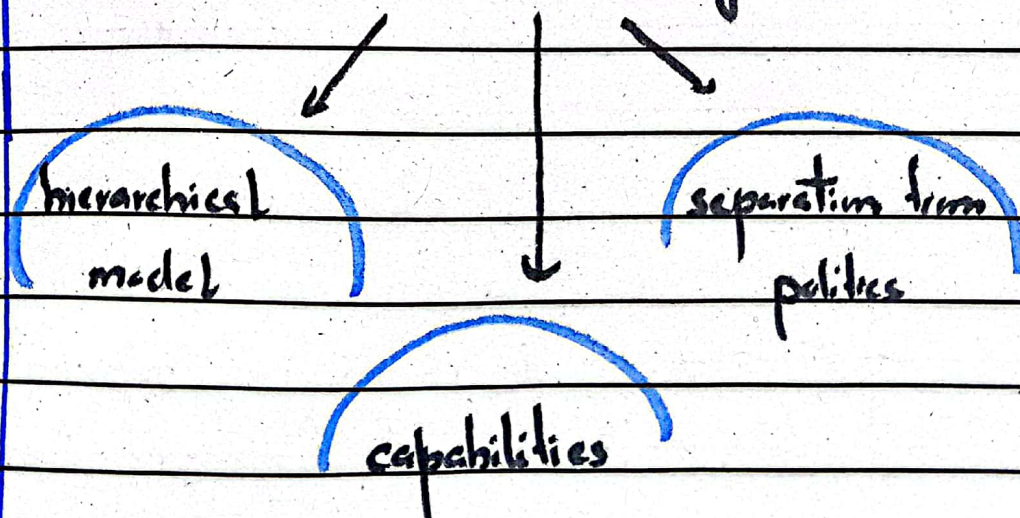
"Bureaucracy is a skillful arm of the government."

(Max Weber and

Woodrow Wilson's view)

Hence, bureaucracy is a capable government.

### Similarities in thoughts



## 6- Dissimilarities in thoughts regarding bureaucracy by Max Weber and Woodrow Wilson

Following is explanation:

### a) Performance diversity

Max Weber's bureaucracy is different in performance from Woodrow Wilson's bureaucracy.

"Bureaucracy is rational choice with efficiency."  
(-Max Weber)

On the other hand,

"Bureaucracy is founded on skills and techniques, which continue the government."  
(Woodrow Wilson)

This shows that Weber believed in rational performance for maximum output,



Woodrow Wilson believed in the central role of bureaucracy.

b) Position in the government

According to both, bureaucracy has different position in the government. This shows that both observed different status of bureaucracy in their countries.

"Bureaucracy is mere an advisory part of the government."

(Woodrow Wilson)

However, Max Weber said;

"Bureaucracy helps in directing decision making as it is responsible for rational."

This shows variation in bureaucratic position.

c)

Decision Making by bureaucracy

Moreover, Max Weber and Woodrow Wilson has different ideas regarding decision making by bureaucracy. According to Max Weber,

"Bureaucracy decision has importance in forming final decision making because of its experience."

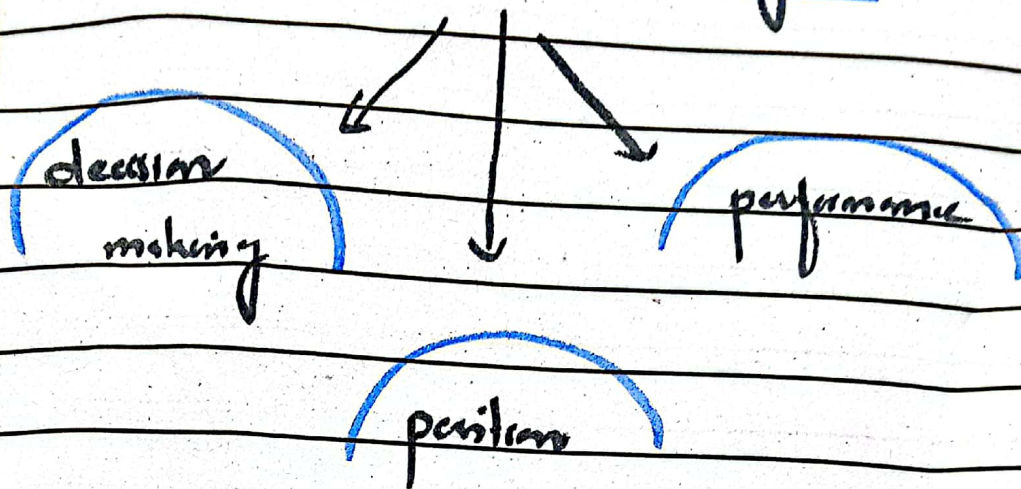
While,

"Bureaucracy never takes part in direct decision making."

(Woodrow Wilson)

This is a clear demonstration of variation in decision power by bureaucracy.

## Dissimilarities in thoughts



## 7- Conclusion

"Bureaucracy must play its role in the government, but should keep and remain away from politics."

(Woodrow Wilson)

Bureaucracy is the essential part of the government. Both Max Weber and Woodrow Wilson also have several similar thoughts and different views on bureaucracy, which observed in their political system. Thereby, bureaucracy is a tool of the government.