



Package-II

Drishti IAS

UPSC MAINS TEST SERIES 2025

PUBLIC ADMINISTRATION (Optional Subject)

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Salient Features

- The language-style and nature of the questions are in line with the questions asked by the Union Public Service Commission and based on deep understanding and knowledge.
- The topics asked in the question are based on the important and relevant topics asked by the Commission which will be directly and indirectly helpful in the main examination.
- Simple and effective presentation of model answers with interdisciplinary and multidisciplinary approach.
- Emphasis on preparing better answers through illustrations, examples, graphic analysis, etc. required in answer writing by adopting scientific approach.
- Use of only standard books and sources during model answer writing.
- Necessary interval between each test for proper preparation.

Test Code	Date	Syllabus	Test Code	Date	Syllabus
Test-1 OPT-PA-2501	12 January, 2025 (Sunday)	● Introduction	Test-5 OPT-PA-2505	16 February, 2025 (Sunday)	<ul style="list-style-type: none"> ● Personnel Administration ● Techniques of Administrative Improvement ● Civil Services ● Administrative Reforms since Independence
Test-2 OPT-PA-2502	19 January, 2025 (Sunday)	● Administrative Thought	Test-6 OPT-PA-2506	2 March, 2025 (Sunday)	<ul style="list-style-type: none"> ● Evolution of Indian Administration ● Philosophical and Constitutional Framework of Government ● Union Government and Administration ● State government and Administration
Test-3 OPT-PA-2503	2 February, 2025 (Sunday)	<ul style="list-style-type: none"> ● Administrative Behaviour ● Organisation ● Comparative Public Administration ● Development Dynamics 	Test-7 OPT-PA-2507	9 March, 2025 (Sunday)	<ul style="list-style-type: none"> ● Public Sector Undertakings ● Plan and Priorities ● Financial Management ● Financial Administration
Test-4 OPT-PA-2504	9 February, 2025 (Sunday)	<ul style="list-style-type: none"> ● Accountability and Control ● Administrative Law ● Public Policy 	Test-8 OPT-PA-2508	16 March, 2025 (Sunday)	<ul style="list-style-type: none"> ● District Administration Since Independence ● Rural Development ● Urban Local Government ● Law and Order Administration ● Significant issues in Indian Administration

*For detailed breakup of syllabus, kindly refer to the subsequent pages.



Test Schedule

Test Code	Test Date	Detailed Syllabus
Test-1 OPT-PA-2501	12 January, 2025 (Sunday)	Introduction: <ul style="list-style-type: none">● Public Administration<ul style="list-style-type: none">❖ Meaning❖ Scope❖ Significance● Wilson's vision of Public Administration, Evolution of discipline and its present status;● New Public Administration, Public Choice approach;● Challenges of liberalization, Privatization, Globalization;● Good Governance:<ul style="list-style-type: none">❖ Concept and Application;● New Public Management
Test-2 OPT-PA-2502	19 January, 2025 (Sunday)	Administrative Thought: <ul style="list-style-type: none">● Scientific Management and Scientific Management movement;● Classical Theory;● Weber's bureaucratic model its critique and post-Weberian Developments;● Dynamic Administration (Mary Parker Follett);● Human Relations School (Elton Mayo and others);● Functions of the Executive (C.I. Barnard);● Simon's decision-making theory;● Participative Management (R. Likert, C. Argyris, D. McGregor.)
Test-3 OPT-PA-2503	2 February, 2025 (Sunday)	Administrative Behavior: <ul style="list-style-type: none">● Process and techniques of decision-making;● Communication;● Morale;● Motivation Theories, content, process and contemporary;● Theories of Leadership<ul style="list-style-type: none">❖ Traditional❖ Modern



Organizations :

- Theories systems, Contingency;
- Structure and forms:
 - ❖ Ministries and Departments, Corporations, Companies;
- Headquarters and Field relationships;
- Regulatory Authorities;
- Public-Private Partnerships.
- Boards and Commissions;
- Ad hoc, advisory bodies;

Comparative Public Administration :

- Historical and sociological factors affecting administrative systems;
- Administration and politics in different countries;
- Current status of Comparative Public Administration;
- Ecology and administration;
- Riggsian models and their critique.

Development Dynamics:

- Concept of development;
- Changing profile of development administration;
- Anti-development thesis;
- Bureaucracy and development;
- Strong state versus market debate;
- Impact of liberalization on administration in developing countries;
- Women and development, the self-help group Movement;



<p>Test-4 OPT-PA-2504</p>	<p>9 February, 2025 (Sunday)</p>	<p>Accountability and Control:</p> <ul style="list-style-type: none">● Concepts of accountability and control;● Legislative, Executive and judicial control over administration;● Citizen and Administration;● Role of media, Interest groups, Voluntary organizations;● Civil society;● Citizen Charters;● Right to Information;● Social audit. <p>Administrative Law:</p> <ul style="list-style-type: none">● Meaning, scope and significance;● Delegated legislation;● Dicey on Administrative law;● Administrative Tribunals. <p>Public Policy:</p> <ul style="list-style-type: none">● Models of policy-making and their critique;● Processes of conceptualization, Planning, Implementation, Monitoring, Evaluation, review and their limitations;● State theories and public policy formulation.
<p>Test-5 OPT-PA-2505</p>	<p>16 February, 2025 (Sunday)</p>	<p>Personnel Administration:</p> <ul style="list-style-type: none">● Importance of human resource development;<ul style="list-style-type: none">❖ Recruitment,❖ Training,❖ Career advancement,❖ Position classification,❖ Discipline,❖ Performance appraisal,❖ Promotion,❖ Pay and service conditions;● Employer- employee relations,● Grievance redressal mechanism;● Code of conduct;● Administrative ethics.



		<p>Techniques of Administrative Improvement:</p> <ul style="list-style-type: none"> ● Organization and methods, Work study and work management; ● e-governance and information technology; ● Management aid tools like network analysis, MIS, PERT, CPM. <p>Civil Services:</p> <ul style="list-style-type: none"> ● Constitutional position; ● Structure, Recruitment, Training and capacity building; ● Good governance initiatives; ● Code of conduct and discipline; ● Staff associations; ● Political rights; ● Grievance redressal mechanism; ● Civil service neutrality; ● Civil service activism. <p>Administrative Reforms since Independence:</p> <ul style="list-style-type: none"> ● Major concerns; ● Important Committees and Commissions; ● Reforms in financial management and human resource development; ● Problems of implementation.
<p>Test-6 OPT-PA-2506</p>	<p>2 March, 2025 (Sunday)</p>	<p>Evolution of Indian Administration:</p> <ul style="list-style-type: none"> ● Kautilya Arthashastra; ● Mughal administration; ● Legacy of British rule in politics and administration– Indianization of Public services, Revenue administration, District Administration, Local Self-Government <p>Philosophical and Constitutional framework of Government:</p> <ul style="list-style-type: none"> ● Salient features and value premises; ● Constitutionalism; ● Political culture; ● Bureaucracy and democracy; ● Bureaucracy and development.



		<p>Union Government and Administration:</p> <ul style="list-style-type: none"> ● Executive, Parliament, Judiciary-structure, Functions, Work processes; ● Recent trends; ● Intra- governmental relations; ● Cabinet Secretariat; ● Prime Minister’s Office; ● Central Secretariat; ● Ministries and Departments; ● Boards; ● Commissions; ● Attached offices; ● Field organizations. <p>State Government and Administration:</p> <ul style="list-style-type: none"> ● Union-State administrative, Legislative and financial relations; ● Role of the Finance Commission; ● Governor; ● Chief Minister; ● Council of Ministers; ● Chief Secretary ● State Secretariat; ● Directorates.
<p>Test-7 OPT-PA-2507</p>	<p>9 March, 2025 (Sunday)</p>	<p>Public Sector Undertakings:</p> <ul style="list-style-type: none"> ● Public sector in modern India; ● Forms of Public Sector Undertakings; ● Problems of autonomy, Accountability and control; ● Impact of liberalization and privatization. <p>Plans and Priorities:</p> <ul style="list-style-type: none"> ● Machinery of planning; ● Role, composition and functions of the Planning Commission and the National Development Council; ● ‘Indicative’ planning; ● Process of plan formulation at Union and State levels; ● Constitutional Amendments (1992) and decentralized planning for economic development and social justice. <p>Financial Management:</p> <ul style="list-style-type: none"> ● Budget as a political instrument; ● Parliamentary control of public expenditure; ● Role of finance Ministry in monetary and fiscal area; ● Accounting techniques; ● Audit; ● Role of Controller General of Accounts and Comptroller and Auditor General of India.



		<p>Financial Administration:</p> <ul style="list-style-type: none"> ● Monetary and fiscal policies: <ul style="list-style-type: none"> ❖ Public borrowings and public debt, Budgets types and forms; ● Budgetary process; ● Financial accountability; ● Accounts and audit.
<p>Test-8 OPT-PA-2508</p>	<p>16 March, 2025 (Sunday)</p>	<p>District Administration since Independence:</p> <ul style="list-style-type: none"> ● Changing role of the Collector; ● Union-State-local relations; ● Imperatives of development management and law and order administration; ● District administration and Democratic decentralization. <p>Rural Development:</p> <ul style="list-style-type: none"> ● Institutions and agencies since Independence; ● Rural development programmes: Foci and strategies; Decentralization and Panchayati Raj; 73rd Constitutional amendment. <p>Urban Local Government:</p> <ul style="list-style-type: none"> ● Municipal governance: Main features, Structures, Finance, Problem areas; ● 74th Constitutional Amendment; ● Global-local debate; ● New localism; ● Development dynamics, ● Politics and administration with special reference to city management. <p>Law and Order Administration:</p> <ul style="list-style-type: none"> ● British legacy; ● National Police Commission; ● Investigative agencies; ● Role of Central and State Agencies including para military forces in maintenance of law and order and countering insurgency and terrorism; ● Criminalization of politics and administration; ● Police-public relations; ● Reforms in Police. <p>Significant issues in Indian Administration:</p> <ul style="list-style-type: none"> ● Values in public service; ● Regulatory Commissions; ● National Human Rights Commission; ● Problems of administration in coalition regimes; ● Citizen administration interface; ● Corruption and administration; ● Disaster management.

UPSC (2024) & Drishti IAS Mains Test Series (Public Administration Optional) Comparative Analysis

PAPER-I

Test Series (Code)	Question Code	Drishti IAS Test Series Question	UPSC Question Number	UPSC Question	Marks
PA-2413	1. (e)	<ul style="list-style-type: none"> Woodrow Wilson's essay "The Study of Administration" remains relevant in contemporary times. Comment. 	1. (a)	<ul style="list-style-type: none"> Politics-administration dichotomy debate is still alive. Comment. 	10
PA-2402 PA-2415	3. (b) 3. (b)	<ul style="list-style-type: none"> Mayo's Hawthorne experiments identified informal groups and their effects. How far do you think these informal groups affect the public sector agencies? Explain. Gouldner emphasized the importance of understanding how formal and informal aspects of an organization intertwine. Discuss. 	1. (b)	<ul style="list-style-type: none"> "Formal Organisations are made up of Informal groups". Discuss. 	10
PA-2413	3. (b)	<ul style="list-style-type: none"> The relationship between headquarters and field offices shapes the manner in which programs are implemented. Comment. 	1. (d)	<ul style="list-style-type: none"> Healthy Headquarter and field relationship thrives on effective communication. Comment. 	10
PA-2402 PA-2415	5. (a) 3. (a)	<ul style="list-style-type: none"> "Douglas McGregor's Theory X and Theory Y describe two contrasting models of workforce motivation applied by managers in an organization." Examine. According to McGregor, "real professional support doesn't mean taking control of or making decisions for the client, but rather providing them with the professional knowledge and skills they need." In the light of the above, justify how theory-Y is indicative and not prescriptive. 	2. (a)	<ul style="list-style-type: none"> McGregor's Theory X and Theory Y provide insights into human motivation at work place differently. Examine in detail. 	20

PA-2411	1. (a)	<ul style="list-style-type: none"> ● The introduction of the concept of ‘good governance’ has transformed Public Administration, moving it away from its formerly statistical nature. Explain. 	2. (b)	<ul style="list-style-type: none"> ● Good Governance adds normative and evaluative attributes to the process of governing. comment 	15
PA-2407 PA-2410	6. (c) 7. (c)	<ul style="list-style-type: none"> ● The RBI should be independent as well as accountable. Comment. ● Ensuring the accountability of regulatory bodies would mitigate the issue of over-regulation and transform them into true facilitators. Analyze the status of regulators and propose measures to enhance accountability within the system. 	2. (c)	<ul style="list-style-type: none"> ● Regulatory authorities are independent and effective for controlling service delivery activities, but are subjected to extraneous factors. Do you agree? Give reasons. 	15
PA-2408 PA-2414	7. (a) 5. (e)	<ul style="list-style-type: none"> ● Social audit has become a legal, moral, and democratic necessity for strengthening grass-root democracy and developmental outcomes. Discuss. ● The idea of a social audit encompasses a broader scope than a traditional audit. Comment. 	3. (a)	<ul style="list-style-type: none"> ● Strengthening social audit through appropriate ways will promote inclusive government. comment 	20
PA-2404	1. (a)	<ul style="list-style-type: none"> ● “The legislative control over administration is not as effective as it ought to be”. Comment. 	3. (c)	<ul style="list-style-type: none"> ● Ineffectiveness of legislative control over administration can stem from various factors, hence in ensuring effectiveness comprehensive approach is the need of the hour. Discuss. 	15
PA-2401	5. (e)	<ul style="list-style-type: none"> ● “Government shouldn’t be run like a business; it should be run like a democracy”. Examine. 	4. (c)	<ul style="list-style-type: none"> ● The New public Governance, an emerging paradigm, is contrasted with market based approach of New Public Management. Comment. 	15
PA-2413	6. (a)	<ul style="list-style-type: none"> ● The Anti-Development thesis reduces development to a static concept, disregarding its historical evolution and potential for change. However, it overlooks the fact that, despite its shortcomings, development remains empowering. Discuss. 	5. (a)	<ul style="list-style-type: none"> ● The Anti-Development Thesis is a critical perspective on the traditional development models. Comment. 	10

PA-2405	8. (a)	<ul style="list-style-type: none"> ● Performance Evaluation and Review Technique is appropriate for projects where the completion time of different activities is not known whereas the Critical Path Method is used for projects which are recurring in nature. Elaborate. 	5. (c)	<ul style="list-style-type: none"> ● Critical Path method(CPM) is a project management technique used to plan and manage project effectively. 	10
PA-2411	7. (b)	<ul style="list-style-type: none"> ● Audits are often perceived as unfamiliar, external, and obstructive in nature. Discuss. 	5. (d)	<ul style="list-style-type: none"> ● Auditing is not about finding faults, it is about ensuring the accuracy and integrity of financial information. Analyse. 	10
PA-2403 PA-2403	2. (a) 6. (a)	<ul style="list-style-type: none"> ● Fred Rigg's Fused-Prismatic-Diffracted model is an equilibrium model of development. Discuss. ● The Prismatic nature of administration of developing countries is more due to their historical and sociological factors which make Max Weber ideal bureaucracy less suitable. Critically comment. 	5. (e)	<ul style="list-style-type: none"> ● The study of Public Administration must include its ecology. Discuss. 	10
PA-2410	2. (c)	<ul style="list-style-type: none"> ● Evolving developmental goals of society necessitate amending the constitution to modify the existing protections accorded to civil servants. Evaluate the pros and cons of such amendments. 	6. (a)	<ul style="list-style-type: none"> ● A trend to adopt innovative practices in administrative ethics is gaining ground for improving public trust in government. Discuss. 	20
PA-2409	7. (c)	<ul style="list-style-type: none"> ● Information Communication Technology (ICT) has the potential to leverage Artificial Intelligence (AI) for the smarter execution of policies, thereby fostering a more effective governmental apparatus. Examine. 	6. (b)	<ul style="list-style-type: none"> ● The future of E-governance is shaped by emerging trends for making government services efficient and accessible. Analyse. 	15
PA-2403	2. (a)	<ul style="list-style-type: none"> ● Fred Rigg's Fused-Prismatic-Diffracted model is an equilibrium model of development. Discuss. 	7. (a)	<ul style="list-style-type: none"> ● Riggs prismatic model has been criticised as overly gloomy and technical complex, but it remains as a useful starting point for comparative public administration research. Analyse. 	20



PA-2405	4. (b)	<ul style="list-style-type: none"> What are the traditional appraisal mechanisms in civil services? Compare it with the Performance Management System recommended by the ARC-II. 	7. (b)	<ul style="list-style-type: none"> Performance Management and Performance Appraisal are two distinct activities in Public Personnel Administration. Discuss. 	15
PAPER-II					
Test Series (Code)	Question Code	Drishti IAS Test Series Question	UPSC Question Number	UPSC Question	Marks
PA-2410	1. (a)	<ul style="list-style-type: none"> The Arthashastra text suggests that the state doesn't solely function as a police force or merely as a tax collector. Comment. 	1. (a)	<ul style="list-style-type: none"> "Ethics in Public services has been the main concern of Kautilya's Arthashastra." Examine the statement. 	10
PA-2412	1. (a)	<ul style="list-style-type: none"> The Mughal Administrative System was characterized by its military-oriented governance and centralized autocracy. Comment. 	1. (b)	<ul style="list-style-type: none"> "The Mughal Administration was by nature centralised." Analyse. 	10
PA-2410	3. (a)	<ul style="list-style-type: none"> The increasing authority of the Prime Minister's Office (PMO) may undermine the accountability of individual ministers and weaken the concept of collective responsibility within the Council of Ministers. Analyse. 	1. (d)	<ul style="list-style-type: none"> "It should be people's Prime Minister Office (PMO), it can't be Prime Minister's PMO." Comment. 	10
PA-2406 PA-2407	7. (c) 8. (a)	<ul style="list-style-type: none"> In the context of union-state financial relations has the introduction of the GST strengthened or weakened Indian federation. Critically analyse. The GST is a radical shift in the financial administration of India, but it's consolidation remains challenging. Comment. 	1. (e)	<ul style="list-style-type: none"> "Implementation of Goods and Services Tax (GST) has led to a Paradigm shift in the centre-state relations, both financially and politically." Analyse. 	10
PA-2407	4. (b)	<ul style="list-style-type: none"> Discuss the role decentralised planning plays in the bottom-up approach of development, its challenges and limitations. 	2. (c)	<ul style="list-style-type: none"> Decentralised planning enhances economic development and social justice. Analyse. 	10

PA-2410	8. (c)	<ul style="list-style-type: none"> The financial accountability of local bodies has improved due to performance grants provided by the Finance Commission of India. Comment. 	3. (a)	<ul style="list-style-type: none"> "The role of State Finance Commission in distribution of finances between state and local governments is vital." Discuss. 	20
PA-2410	1. (e)	<ul style="list-style-type: none"> Several commissions have emphasized the pivotal role of the Governor within the Indian governance system, yet successive governments have failed to ensure the depoliticization of the Governor's office. Examine with examples. 	3. (c)	<ul style="list-style-type: none"> "There has been a strain in relations between Governor and State governments in the recent past." Examine. 	10
PA-2410	2. (b)	<ul style="list-style-type: none"> The focus of the government is shifting from promoting Public Sector Undertakings to advocating for disinvestment for the overall economic development of the country. Critically examine. 	4. (a)	<ul style="list-style-type: none"> Public sector undertakings have been the bedrock of welfarism in India for many decades. Evaluate the pros and cons of current disinvestment scenario. 	20
PA-2406	2. (c)	<ul style="list-style-type: none"> "The Collegium System protects judicial Independence and thereby eliminates scope for political interference, but this process reduces accountability and transparency with regard to judicial appointments". Do you agree with the statement? Explain. 	4. (b)	<ul style="list-style-type: none"> The collegium system of appointments to higher judiciary has been the cornerstone of independence of judiciary. It has remained as the subject of debates in the recent past. Discuss. 	20
PA-2409	7. (b)	<ul style="list-style-type: none"> In career advancement, civil servants must often align with political superiors, posing challenges to maintaining civil service neutrality. Comment. 	5. (b)	<ul style="list-style-type: none"> "The neutrality of civil service has become a myth." Comment. 	10
PA-2410	7. (c)	<ul style="list-style-type: none"> Ensuring the accountability of regulatory bodies would mitigate the issue of over-regulation and transform them into true facilitators. Analyze the status of regulators and propose measures to enhance accountability within the system. 	5. (c)	<ul style="list-style-type: none"> Examine the role of Telecom Regulatory Authority of India (TRAI) in protecting the interests of consumers. 	10

PA-2407	6. (a)	<ul style="list-style-type: none"> ● The LPG Economic reforms have failed to solve the problems of PSUs in India therefore; the most viable solution remains disinvestment and privatization. Discuss. 	5. (e)	<ul style="list-style-type: none"> ● "The Liberalization, Privatization and Globalization (LPG) has enhanced the participation of private sector in Indian Economy." Comment. 	10
PA-2412 PA-2414	7. (b) 7. (a)	<ul style="list-style-type: none"> ● All attempts at reforming public administration in India have yielded no significant results. Comment. ● Unimplemented reforms in administration significantly undermine the process of administrative reform. Discuss. 	6. (a)	<ul style="list-style-type: none"> ● "The success of administrative reforms in a country like India depends upon the political will." Comment. 	20
PA-2416	8. (b)	<ul style="list-style-type: none"> ● Discuss the key aspects of the National Investigation Agency (NIA) concerning its objectives and jurisdiction. 	7. (c)	<ul style="list-style-type: none"> ● National Investigation Agency (NIA) is playing an important role in countering terrorism. Comment. 	10
PA-2410	4. (c)	<ul style="list-style-type: none"> ● The relationship between the police and the public is characterized by a lack of trust and apprehension. Offer suggestions on how the police can enhance their public image. 	8. (a)	<ul style="list-style-type: none"> ● Police-Public relations are poor in India. What measures are required to strengthen these relations? 	20
PA-2412	6. (c)	<ul style="list-style-type: none"> ● "The Comptroller and Auditor General of India's office ensures parliamentary accountability, federal oversight, and expert control over expenditure in the financial administration of the nation". Comment. 	8. (b)	<ul style="list-style-type: none"> ● The office of the Comptroller and Auditor General of India and its functioning is away from the public eye. Still it is one of the most important office under the constitution. Discuss. 	20
PA-2414	8. (b)	<ul style="list-style-type: none"> ● A change from coalition government to one party dominance or vice versa is bound to affect the governmental system. Explain. 	8. (c)	<ul style="list-style-type: none"> ● Critically examine the problems of administration in coalition regimes. 	10