

Tribhuvan University
Faculty of Management
Examination Controller Division
Model Question
2019

Master of Public Administration (MPA) / First Semester
Subject: MPA 501: Fundamentals of Public Administration
Duration of Examination: 04 Hours

Full Marks: 100
Pass Marks: 50
Credit Hour: 03

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"
Case / Situational Analysis Questions

1. Read the following case carefully and answer the questions that follow: (30)

Ram Bahadur works in an electrical workshop. He often complains of official works and also for personal affairs. In fact, every office runs with many workers. A co-worker who continually complains can be a highly destructive influence in the working life. Such a person can drag the other co-workers who are also serious for their work could put into the mess of their bad attitude. Also, if you become too closely associated with a constant complainer, other people will start to assume you have the same bad attitude, and this can socially ostracize you. In this situation, you might be by-passed for promotions or even just kept out of the general loop.

If constant complainer like Ram Bahadur has been working there for some time, you need to study the behavior of other employees who are serious of their works. If the constant complainer is new at the job, your strategy should keep a safe distance from such a person. If you must have to work closely with the person like Ram Bahadur, you can think first of all sort out in your mind what is work-related to what is not. When it comes to topics that are not related to work, you can try saying something like, "Your mother-in-law sounds like a complicated person, but I am worried we might not finish this report in time. Maybe we can talk more about your family some other time." And then you can make a point not to be socially available. If the constant complainer (Ram Bahadur) persists, you might try saying, "I am sorry – I make it a point not to get involved in the personal lives of the people I work with. It is nothing personal against Ram Bahadur; I am the same way with everyone."

As for complaining about work, you can respond as follows: "Wow, you sound really unhappy here. I think you should strongly consider looking for a different job". To get rid of the constant complainer, one has to avoid their association, do not give priority, and discourage them from becoming over-smart. Besides, one has to build up the working environment, so the inefficient and complaining person slowly be changed or leave the office.

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Questions:

- a. What would be the consequences for your career for having a close association with constant complainers?
- b. Why do you need to study the behavior of other veteran employees?
- c. What are the ways to avoid the constant complainers from their disturbances?

Group "B"

Problem Solving / Critical Analysis Questions

Answer any THREE Questions:

(3×15=45)

2. What do you understand by the dichotomy of public administration? Does it exist in the present context? Discuss
3. Discuss the major shift from classical theory to human relations theory of public administration.
4. Discuss the key features of the incremental theory of decision making highlighting its strengths and weakness.
5. What is New Public Management? How it differs from the traditional administrative system?

Group "C"

Concept Based Short Answer Questions

Answer any FIVE Questions:

(5×5=25)

6. Discuss the major pillars of good governance and their relevance in administration.
7. Why is the system approach essential for managing public affairs? Discuss
8. What is the justification of less governance? Discuss
9. What do you understand by Contingency Approach to Public Administration? Discuss its importance.
10. Discuss the significant features of postmodern public administration.
11. Discuss the importance of participative management.

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2019

Master of Public Administration (MPA) / First Semester

Full Marks: 100

Subject: MPA 502: Development Management-I

Pass Marks: 50

Duration of Examination: 04 Hours

Credit Hour: 03

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Read the following case carefully and answer the questions that follow: (30)

In development discourse, the connections between economic growth, poverty, and inequality, has been one of the debates among scholars and policymakers in most developing countries like Nepal. Since the 18th century to till now, poverty reduction has emerged a central concern for development policymakers and experts because it is an important component of the social dimension of development. Despite genuine efforts of different national and international stakeholders, poverty has remained in most parts of the world, threatening the pace of promoting the social welfare of the people. Thus, scholars and practitioners of development have paid greater attention to why eradicating poverty is so difficult, especially in developing countries.

Scholars have developed a cultural theory of poverty that focuses on behavioral causes for poverty in developing countries. It holds that the issues of poverty are linked to the culture of the people such as historical exploitation, patronage, indulgence, personalization of authority, ethnic and national identity to name but few. The poverty rooted in culture is found in backward communities where social structures create a culture to live a substandard life. Cultural factors obstruct the poor from participating in informal economic activities, access to education, political activities, social welfare activities, and organizations. It limits the poor to take advantages of social organizations and government organizations, leading them to remain poverty.

Although economic growth has been regarded as a precondition for overall poverty reduction in developing countries, there is intense debate and contradiction that economic growth contributes significantly to poverty alleviation. Most studies point to considerable heterogeneity in the poverty–growth relationship. Most empirical studies disaggregate a country's economy into three sectors: agriculture, industry, and services. They further divide each of the three economic sectors into two locations: urban and rural areas. The cross-country evidence of developing countries shows that the sectoral composition of growth matters to the rate of poverty reduction. They found that growth in specific sectors is more poverty-reducing than growth in other sectors. Put differently, various production activities and different production sectors have different impacts on poverty reduction.

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The country-specific studies reveal that in India, agricultural and service sectors contributed more to poverty reduction in both urban and rural areas, whereas industrial growth did not relate to poverty. In South Africa and Taiwan, the growth of the industrial sector had a tremendous impact on poverty reduction. China's success against poverty since the reforms that began in the 1980s is undeniable. The case of China shows that the bulk of the decrease in poverty came from rural areas and growth in the agriculture sector did more to reduce poverty and inequality than other sectors. Similarly, in Indonesia, rural services growth was related to poverty declines in all sectors and locations, and rural agricultural growth was correlated with poverty declines in rural areas. Growth in the industrial sector appears to be less pro-poor.

The theme of this discussion is that only economic growth is not sufficient for poverty reduction. The economy is populated by two types of individuals: the poor and the rich. Economic growth that provides benefits to the rich often is not pro-poor. The idea is whether growth contributes to the real income of the poor and generates employment to unskilled labors as well as their real earnings. The sectoral employment intensity pattern of growth matters for poverty alleviation. Poverty reduction is often driven by labor income growth.

Similarly, rural economic growth is far more critical to national poverty reduction than urban economic growth. Likewise, agriculture plays a far more crucial role than growth in other sectors. Another essential factor for developing countries is the extent of the income disparities between urban and rural areas. In an economy where inequality is persistently low, the poor may obtain a higher share of the gains from growth than in an economy in which inequality is high. The study argues that rather than focusing on barriers to poverty reduction, a country needs to identify and focus on its potential factors of poverty reduction.

Questions:

- a. Why is reducing poverty so vital and challenging in developing countries like Nepal? How are the poor responsible for not coming out of poverty? Discuss.
- b. How do you examine the relationship between growth and poverty reduction? Does the sectoral growth matter for reducing poverty? Discuss with suitable examples.
- c. Based on the experiences drawn from other countries, what strategies do you suggest to policymakers to eradicate poverty in Nepal?

Group "B"

Problem Solving / Critical Analysis Questions

Answer any THREE Questions:

(3×15=45)

2. What is the nature of development? Why is it necessary to examine different dimensions while assessing the development of a state?
3. How do you evaluate the positive and negative aspects of the bureaucratic model in accelerating the pace of development? Discuss.
4. According to Fred W. Riggs, what are the major features of the administration of a prismatic society? Do these features exist in the administration of Nepal? Elucidate.

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5. What do you mean by institution and institution building? Does institution-building matter in the public sector management in the context of Nepal? Discuss.

Group "C"

Concept Oriented Short Answer Questions

Answer any FIVE Questions:

(5×5=25)

6. Briefly describe the indicators of social and cultural development.
7. What do you mean by the structural-functional approach?
8. How does decentralization facilitate development at the local level?
9. Why does nation-building matter in the context of development?
10. Why is people's participation necessary in development?
11. Human resources and capital resources are important in accelerating the pace of development. Elucidate this statement.

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Model Question 2019

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Tribhuvan University
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2019

Master of Public Administration (MPA) / First Semester

Full Marks: 100

Subject: MPA 503: Public Sector Human Resource Management

Pass Marks: 50

Duration of Examination: 04 Hours

Credit Hour: 03

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Read the following case carefully and answer the questions that follow: (30)

The most important assets of all types of organization are their people, and the management of people has increasingly been a key element to achieve stipulated goals of the organizations. Calls for reform of civil service systems and redefinition of the roles of human resources office in the public sector have been one of the prominent issues in contemporary human resource management (HRM). Accordingly, all levels of governments –federal, state, municipal, and local- are searching for new ways to reform their human resource management practices. They are looking at how public sector employees continue to change in a complex government environment. This changing perspective on HRM clearly emphasizes the changing roles of human resource offices and human resource (HR) managers from regulatory and clearinghouse functions towards strategic human resource management.

Policymakers are also increasingly dissatisfied with traditional roles of HR offices and functions performed by HR. Past criticisms of HR offices focused on human resources' excessive concern with strict compliance with the rules and procedures rather than results. The critiques of traditional HR system led to the civil service reform across the world. Over a few decades, reformers and policymakers have discussed particularly three models of HRM, namely traditional model, reform model, and strategic model.

The traditional model of public human resource management focuses on a central personnel organization such as the civil service commission. Under this model, service delivery is centralized; communication is primarily top-down, and directives and central personal agencies focus only on enforcement of rules and policies uniformly. The reform model seeks to decentralize authority and decision-making power related to important human resource management functions such as recruitment and selection downward to the operating various organizational units and lower-level managers. In many cases, decisions may be taken by lower-level units with little knowledge of modern human resource management practices. This reform model is more manager-centered and may impede the overall goals of the organizations.

The strategic model also realizes the benefits of centralized HR functions and regards service delivery as a collaborative effort between central agencies and lower-level managers. It seeks to balance the competing demands of both traditional and reform models. This model is goal-oriented. It focuses on human resource practices to achieve

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the overall goals of organizations and multidirectional communication. Accordingly, human resources are not engaged simply in handling routine tasks and providing services to the people. HR offices and HR managers are considered as an integral part of the overall mission of the organizations. Contemporary HR practices in government also emphasize the move away from their traditional roles, including routine personnel transactions and enforcement of rigid HR laws to new roles aligned with the mission and goals of public organizations.

Questions:

- a. Why did governments and policymakers look for the new roles of HR offices and HR managers? Discuss.
- b. How do you differentiate the reform model from the strategic model of HRM practices?
- c. If you are asked to provide your ideas on HR, what would be your suggestions to reform in the existing HR practices in the government in Nepal? List your suggestions.

Group "B"

Problem Solving / Critical Analysis Questions

Answer any THREE Questions:

(3×15=45)

2. What do you mean by HR policies? Why does it matter for an organization? Does an organization always need HR policies?
3. What is career development? How does human resource management system of organizations facilitate career development of their employees? Explain.
4. Why are health and safety important in the workplace? If you are appointed as a manager, what measures would you adopt to ensure the health and safety of your employees? Discuss.
5. Why is strategic human resource management (SHRM) important in the public sector? In your opinion, what factors need to take into consideration to adopt SHRM in the public sector?

Group "C"

Concept-Based Short Answer Questions

Answer any FIVE Questions:

(5×5=25)

6. Describe the evolution of human resource management in the public sector.
7. What roles does Public Service Commission play in the selection of civil servants in Nepal?
8. How do you examine the need for socialization in organizations?
9. Training is an essential component of human development. Explain.
10. What are the purposes of providing employee benefits?
11. Why do employees engage in collective bargaining?

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Master of Public Administration (MPA) / First Semester
Subject: MPA 505: Local Self Governance
Duration of Examination: 04 Hours

Full Marks: 100
Pass Marks: 50
Credit Hour: 03

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"
Case / Situational Analysis Questions

1. Read the following case carefully and answer the questions that follow: (30)

The traditional theory of public finance has made a strong case for a major role for fiscal decentralization. This case is based on an improved allocation of resources in the public sector. And it has four basic elements. First, regional or local governments are in a position to adapt outputs of public services to the preferences and particular circumstances of their constituencies, as compared to a central solution which presumes that one size fits all. Second, in a setting of mobile households, individuals can seek out jurisdictions that provide outputs well suited to their tastes, thereby increasing the potential gains from the decentralized provision of public services (Tiebout 1956). Third, in contrast to the monopolist position of the central government, decentralized levels of government face competition from their neighbours; such competition constrains budgetary growth and provides pressures for the efficient provision of public services. And fourth, decentralization may encourage experimentation and innovation as individual jurisdictions are free to adopt new approaches to public policy; in this way, decentralization can provide a valuable "laboratory" for fiscal experiments.

The decentralized theory of cost functions for local public services are identical across all the local government jurisdictions. It thus focuses solely on differences in demand as the source of welfare gains from fiscal decentralization. Its estimate of the price elasticity was low (-0.36), it is found that the welfare losses from the centralization of school spending to be quite large. The calculations suggested that the average burden loss associated with moving a rupee of expenditure from a high-spending district to a low-spending district. This estimate assumes, of course, that there are no external effects associated with local school spending, an assumption one might well question. More generally, this approach has an admitted tendency toward large estimates of the welfare losses from fiscal centralization. First, it uses as a benchmark the assumption of uniform provision across jurisdictions under a centralized regime; it thus provides no scope whatsoever for the central authority to adapt outputs to local circumstances. And, second, it assumes fully efficient local decision-making by presuming that the observed outputs under decentralization are at Pareto-efficient levels. It is worth noting, in this context, that these kinds of measures are also likely to produce large estimates of welfare losses from centralization because the existing estimates of the price elasticity of demand for local public goods typically suggest highly price-inelastic demand.

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Even if there is no variation in demands across jurisdictions, fiscal decentralization can produce welfare gains where costs vary, since with given demands, differing costs will result in differences in efficient levels of output. This is like the case of distorting taxes in that the source of the variation manifests itself on the price, rather than the quantity, axis. Such variation in the costs of providing local public services can come from either of two sources. First, there may be actual differences in the production functions among jurisdictions. The costs, for example, of providing clean, clear roads are likely to be lower in areas where there is relatively mild weather than where winter (and summer) storms make road-clearing operations a more formidable task. Second, there is an altogether different and interesting source of variation in the cost per person of providing local services: the congestion properties of the public service. Suppose, for example, that the local public good is a pure public good within the jurisdiction in which it is provided. Then it will be less expensive per person to provide a given output in a relatively populous jurisdiction. And, hence, the efficient level of output, other things equal, will be higher in such a jurisdiction.

- a. What are the bases for allocation of resources in public sector?
- b. Why, the price elasticity of demand for local public goods is highly price-inelastic?
- c. What are sources of price variation in local public services? And why?

Group "B"

Problem Solving / Critical Analysis Questions

Answer any THREE Questions:

(3×15=45)

2. What do you mean by local government? Does it perform satisfactorily the role and responsibility at local government of Nepal? Discuss.
3. What do you understand by participatory planning. Discuss on local planning process with reference to local government of Nepal?
4. Discuss the concept of Human Resource Management (HRM) at local government level. What are the issues and challenges in regards to practices at local government in Nepal?
5. Discuss the concept of fiscal federalism with reference to Nepal.

Group "C"

Concept Based Short Answer Questions

Answer any FIVE Questions:

(5×5=25)

6. Discuss the changing perspectives of local government in Nepal.
7. What are the basis of classification of local government in Nepal?
8. Discuss the key features of central-local relationship highlighting its strength and weakness in the context of Nepal.
9. What are the constraints on Public Private Partnership (PPP) in local development in Nepal?
10. What are the sources of local finance in Nepal?
11. Discuss the major roles and responsibilities of local mediation committee of Nepal.

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2019

Master of Public Administration (MPA) / First Semester
Subject: MPA 504: Public Finance
Duration of Examination: 04 Hours

Full Marks: 100
Pass Marks: 50
Credit Hour: 03

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Carefully read the case given below, critically analyze it and answer the question that follow:
[3×10 = 30]

Resource gap is a big problem in Nepalese economy. There is a continuous fiscal deficit in the country. On one hand, the level of government expenditure is increasing over time and on the other the scope of taxation is seriously limited to collect the sufficient resources to finance the government expenditure. In such a situation, public debt is an important instrument of mobilizing the resources for economic growth and development of the country. Public debt has important effects on the operation of the economic system of the country.

The public debt or public borrowing in Nepal is considered to be an important source of income of the government. The structure of government finance in Nepal indicates the important role of public debt in meeting the resource gap. Public debt has been used in Nepal as a regular mechanism of deficit financing since the last five decades. Consequently, the burden of debt and debt servicing obligations comes along with it.

- a. Considering the above paragraph explain what are the various sources of public debts in Nepal?
- b. Public debt helps to achieve targeted economic growth but it also places the burden of debt. Discuss about the burden placed by public debt in the Nepalese Economy?
- c. How can public debt be effectively managed?

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Group "B"

Problem Solving / Critical Analysis Questions

Answer any Three questions:

[3×15 = 45]

2. Fiscal policy is tool for managing the economy. How fiscal policy can reduce income inequality in a country like Nepal? Explain.
3. Discuss the effects of public expenditure on production and distribution.
4. Show your acquaintance with Medium Term Expenditure Framework (MTEF) in Nepal. Mention its challenges and the ways to overcome them.
5. "Budgeting is an effective instrument for scheduling and evaluating governmental activities." Elucidate the statement.

Group "C"

Concept Oriented Short Answer Questions

Attempt any five questions:

[5×5 = 25]

6. What is the importance of public finance?
7. Discuss the various canons of taxation.
8. What objective tests are required to achieve the principle of maximum social advantage in Practice?
9. Give the various sources of public revenue.
10. Explain the main causes for the increase in public debt.
11. Describe the process of government budgeting in Nepal.

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