

GS SCORE

Test - 08
PA/9/9/17

Roll No. _____

Public Administration Mock 1 (Paper-1)

Time Allowed: 3 hr.

Max. Marks: 250

Instructions to Candidate

- There are EIGHT question divided in Two Sections.
- Candidate has to attempt FIVE questions in all
- Question No. 1 and 5 are compulsory and out of the remaining, three are to be attempted choosing at least one question from each section.
- The number of marks carried by a question/part is indicated against it.
- Answers must be written in the medium authorized in the Admission Certificate which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
- Word limit in questions, wherever specified, should be adhered to.
- Attempts of questions shall be counted in chronological order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in the Question-Cum-Answer booklet must be clearly struck off.

1. Invigilator Signature _____

2. Invigilator Signature _____

Name Prince kumar

Mobile No. _____

Date 21/9/17

Signature Prince kumar

SECTION - A

1. Answer in not more than 100 words each. (2.5 × 4 = 50)
- (a) "Public Policies are reflections of Political will"
 - (b) "Technical networks maintain the organization, whereas social networks rejuvenate them".
 - (c) "Weber could have conceived a hybrid between structural idealism and informal humanism".
 - (d) "Taylor's scientific management may not have been relevant today, but Taylorism surely is".

① Public policies reflects the nature of demands of the public through their political representatives.

• They represents the interplay of various demands in the state.

• They represent the wills of political class.

• They are created to achieve the goals enshrined in the Constitution.

• They also emerged due to external law, rules

Ex - UN law. One also enforced through public policies.

• Public policies set the goals for administration to achieve.

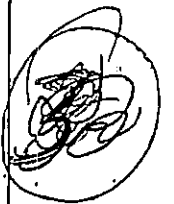
• It also reflects the ideology of the government

Ex - socialistic or capitalist nature of government.

Ex - Dominance of public sector or disinvestment policy.

• The manifesto of political parties also get reflected in public policy.

Thus public policies are reflections of political will along with multiple other factors.



3/2

Remarks

→ Analyze how does various stake holder enrich the public policy process -

→ Analyze with various models of public policy.

(b) Technical Network refers to the formal interlinkages between different members of the organisation.

department

- It facilitate formal communication
- It facilitate coordination among various agencies of organization
- It leads to specialisation in organization

Social Network mostly refers to the informal interlinkages to the members of organization

- It facilitate spirit-de-corps in organization
- It develop social bonding among members and organization

Remarks

- It encourages team and group dynamics
- It smoothen and faster communication process.
- It increases trust and loyalty to the organization.

Technical Network	Social Network
<ul style="list-style-type: none"> ◦ represents formal structure ◦ maintains stability ◦ defines routine linkage 	<ul style="list-style-type: none"> ◦ represent informal interlinkages. ◦ bring dynamism ◦ evolve new linkages.

(3/2)

Thus both are crucial for the overall growth and development of the organisation. Nature of organisation also highlights their relative importance in organisation.

→ Also Analyze impact of ICT on Organization Transformation work

Remarks, cite various thinkers, such as Mayo's, Argyris, Barnard, McGregor, etc. = 100

→ Analyze how social network develop the organizational culture (Mayo)

① Weber came out with 'Ideal Type Bureaucracy' which was based on legal-rational authority.

Why structural idealism

- He tried to create structures based on merit and rationality.
- He tries to build hierarchical organisations with monocentric and monocratic nature.
- He made value-neutral bureaucracy with excessive importance to formal channels of ~~goals~~ authority.
- It proposed political control over bureaucracy, thus emphasising on the instrumental role of bureaucracy.

Remarks

But neglected informal humanism

- Because values were considered as obstacle to the rationality.
- Era of positivism which was based on facts.

Though Weber also came out with precautionary measures like

- Representative democracy
- Political control
- Another buffer
- Collegiate system etc.

to prevent Administration from converting into institutional role.

But, later developments like Human Resource development and participatory management theories highlighted

34

the myth of rationality was correct
It exposed the weakness of the
Weber Model.

→ subjective view on Weber model
missing

Remarks

① Taylor had profound impact on the organisations of his time. It increased the efficiency of the organisation radically.

• But later due to developments like HRT, BT and Human Resource theory, etc. criticised Taylor for their inhuman approach and rejected his theories.

• But the ideals of Taylor's like
- increasing cooperation between employees and employers
- performance based wage system.
- Need to discover scientific tools and techniques.

Remarks

- Differential intensive systems etc
 continues to influence modern
 Administrative thinkers. A lot newer
 concepts

Example -

- Business Process Reengineering
- Work Method Study
- O&M
- critical path methods

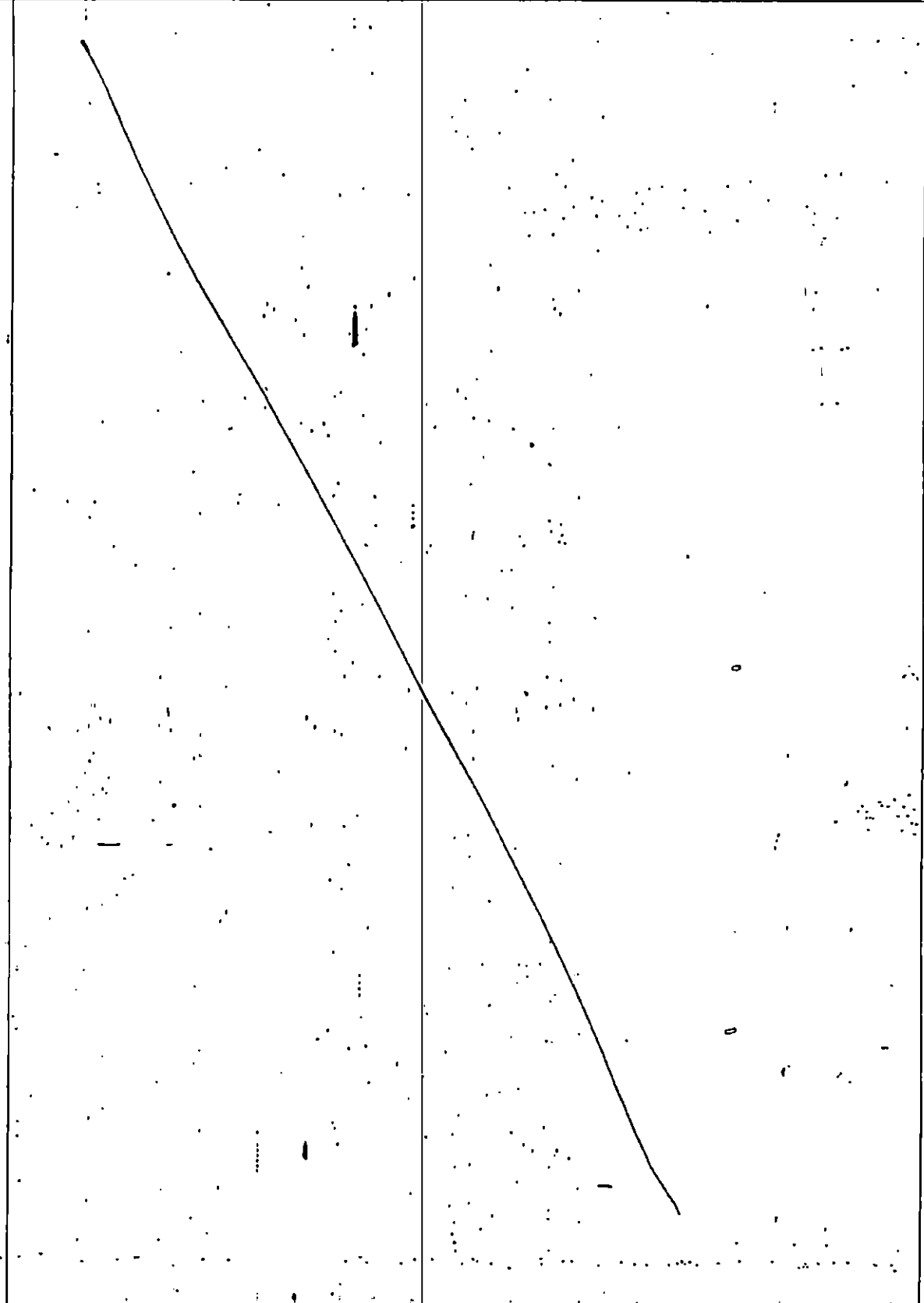
- Taylorism has emerged as an
 ideology which still influence the
 thought process and newer tools
 to achieve the goals set by Taylor

Remarks

→ Avoid writing Abbreviation form

⊙

GS SCORE



Remarks

2. (a) The idea of Constitutionalism finds a practical manifestation in the administrative law. Discuss. (200 words)(20 Marks)
- (b) "Governance is a neutral term". Analyze (150 words)(10 Marks)
- (c) "E-governance can lead to policy Paralysis by analysis". Comment - (200 words)(20 Marks)

2. (a)

Wilson famous statement

"It is difficult to frame a constitution but difficult to implement it" reminds of the practical difficulty in achieving the goals of constitutionalism

Constitutionalism refers to

- limited government
- Realizing the spirit behind constitution
- effectively enforcing the provisions of constitution
- developing a political and administrative nature based on it
- Rule of law

Protect
Citizen from
Administrative
Arbitrariness

Remarks

Reasons why administrative laws are the pruned manifestation of the ideas of constitutionalism

- Administrative laws (AL) defines the role, responsibility and authority of executives more clearly and objectively.
- AL develops scientism in administration.
- AL helps to fix accountability more objectively.
- AL provides effective grievance redressal mechanism.
- AL brings transparency and openness.
- it limits the discretionary powers of executives.
- it provides mechanisms for the citizen to participate in governance.
- it enforces the lofty goals enshrined in constitution into practical aims.

(Handwritten scribble)

5 1/2

Remarks

Administrative laws gives a practical forms/goals to the ideas and vision enshrined in constitution.

~~Avoid~~ (A) develops scientific administrative mechanisms to realize the objectives of constitutionalism.

- Ex - Increasing tribunals, Adhary.
- Emergence of Quasi-Judicial bodies.
 - Specialization in Judiciary like setting up of Commercial Courts.
 - Establishment of Arbitration Councils.

changing nature of political and administration calls for greater transparency in governance. Administrative Law like Civil Services Act as in UK/Germany can further the goals of constitutionalism in reality.

Remarks → Elaborate & Analyze how Admin Law similar to Constitutionalism.
 → Analyze in context of separation of power
 ex-175 Proportional

(b) The notion of 'Governance' emerged as the latest development in discipline of public administration, which redefined the traditional concept of governing the citizen.

Factors which led to emergence of IT:

- Failure of state to effectively solve the problems of society.
- emergence of multiple new actors contributing to the goals of governments.
Ex - NGO/CSO/Ink etc.
- External pressure from global financial institutions like World Bank which pushed governance in the form of aid.

(5)

View on Governance is process/means

• Governance is considered as the means or process to achieve the objectives.

Remarks

of constitution.

• It is based on idea that state is just one of the actor in the process of governing the citizen.

• It emerged as the backdrop of new developments of concepts like

- Co-governance
- Collaborative Governance
- E-Governance
- Network Governance
- Good Governance

The prefix defines the values and goals of the governance as process so it is referred as value neutral.

However governance is also value laden itself as it has positive connotation. It aims to achieve the objectives of welfare and empowerment of citizens.

Remarks

→ Analyze perception of citizen towards their political or Admin institutions.

① E-governance is the process of governance using information and technology. It emerged as a powerful paradigm in the field of public administration.

Why prominent

- it simplifies the procedures, rules.
- it brought transparency and openness.
- it made involvement of all the stakeholders possible in the governance process.
- it widened the traditional concept of governance.
- it enhanced coordination and cooperation among agencies both internally and externally.
- it helps in Real Time data collection, and analysis.

Remarks

How it can lead to policy paralysis

- Involvement of multiple stakeholders results into more conflicting and divergent viewpoints, thus difficult to take decisions.
- Various lobbies, vested interests get upper hand in the era of propaganda.
- Administrator fears to take decision due to fear of being held accountable later.
- Coexistence of traditional laws, rules with modern notions of governance.
- it impairs the rationality as the decision might not be taken due to public backlash.

Good Attempt

Ex- subsidy rationalization becomes difficult

Remarks

→ well structured
 → Also use example like Aadhar, Digitalization, UPI, PDS

- It is difficult to reach a conclusion in a highly conflicting situations.
- Discretionary power of state is radically reduced to take harsh decisions.
- Data analysis becomes difficult.

However

E-governance provides ample opportunity to improve governance comprehensive. It needs to be supplemented with required attitudinal and behavioural changes in the bureaucrats.

- It needs to change outdated laws, rules to make governance compatible with emerging demands.

E-governance can truly transform the nature of governance and achieve the objective of inclusive governance.

12

Remarks

3. (a) The growing power of media in a democracy is reminiscent of "the crisis of legitimacy of the state". Analyze. (200 words) (20 Marks)
- (b) "Is NPM really dead" Discuss in the contemporary scenario of growth of E-governance and Communitarianism. (200 words) (20 Marks)
- (c) Elaborate upon the concept of "Black-box". Also briefly state the utility of using systems approach to policy. (150 words) (10 Marks)

3 (a) Media, today, enjoys huge influence over all other institutions globally. There are multiple reasons for the growing power of media.

Reasons for growing power of media in a democracy

• Failure of government at multiple fronts
social, economic and political fronts

→ led to loss of legitimacy of state

→ led to loss of trust of masses in the institutions of state

→ led to discontent and outrage against the existing social-economic and political

Remarks

institutions of state.
As a result people tried to find out other means to express their discontent and anger through multiple channels.

Media came to emerge as the one of the most powerful means to make govt. accountable and listen to the grievances of people.

Why media

- it is considered 4th institution of democracy.
- it is legitimacy as it is more closer to the citizen than the people in the position of power.
- media helps in making govt. accountable for their action.
- Media helps in setting the public opinions.

Remarks

- Media is or more open, transparent and democratic platform than other.
- people use media to get publicise their grievances, concerns and demands.
- Development of latest technologies like social media, Youtube media are emerging as powerful alternative to mainstream media which are more close to individuals.
- popularity of citizen journalism.

~~But~~ However, media is also used by state to 'relegitimise government'.

Ex- state media like All India Radio, DD News etc. tries to present their opinions and help in realizing the objectives of the government.

Thus state media also help in relegitimising the government.

Challenges in Media:

- monopoly of media house
- creating sensationalism for TRPs.
- propagande media.
- corporatization of media.

All these also pose threat to democracy itself. As the growing influence of media become reality the effective utilization of it to strengthen democracy becomes crucial.

As it rightly said

"With great power, comes the great responsibility"

So media should effectively self-regulate, develop professional and ethical codes and abide by the constitutional spirit to strengthen democracy.

Good

→ Also include Habermas view on media.

Remarks

→ Emphasize state legitimacy

→ Mention name who give this slogan

Q6

NPM is dead. long live digital era governance became the public cry after the ICT revolution which signifies the changing trends of the governance.

You missed the name of thinker who gave talk about NPM is dead or others as well

Reasons for these assumptions:

Digital Era governance ^(DEC) used technology extensively to simplify rules, regulation and procedure.

Ex - Single window clearance,

DEC unleashed a revolutionary impact on the nature of governance.

Ex - Network governance, collaborative governance and participatory

governance are becoming reality with it.

it opened up the doors for citizens to effectively participate in governance at ^{all} levels.

Difference between NPM and DEG

NPM	DEG
<ul style="list-style-type: none"> • managerialism was dominant 	<ul style="list-style-type: none"> • Dominance of technology thus experts and technicism became important
<ul style="list-style-type: none"> • Adoption of private sector values 	<ul style="list-style-type: none"> • Guided by Normativism, public service values
<ul style="list-style-type: none"> • mostly applicable to business organization like public sector enterprises 	<ul style="list-style-type: none"> • Applied equality at all levels of governance Ex- from Gramsable level in Kerala to national level at Union govt level
<ul style="list-style-type: none"> • focus on clients and consumers 	<ul style="list-style-type: none"> • focused on citizenship, community values

DEG demolished the dichotomy between politics and administration and brought them closer from decision-making to decision implementation

Remarks

• Along with DEU, newer developments like New Public Service, Neo-Weberian state etc. again brought the focus back to state.

• Also NPM failed to effectively address

However, NPM is still one of the dominant paradigm in public administration. Reasons

- Demand for disinvestment/privatization
- Demand for efficiency and productivity ^{still remains}

So NPM or DEU or any other forms of concept keep influencing the means to achieve the objectives of democracy, growth and developments.

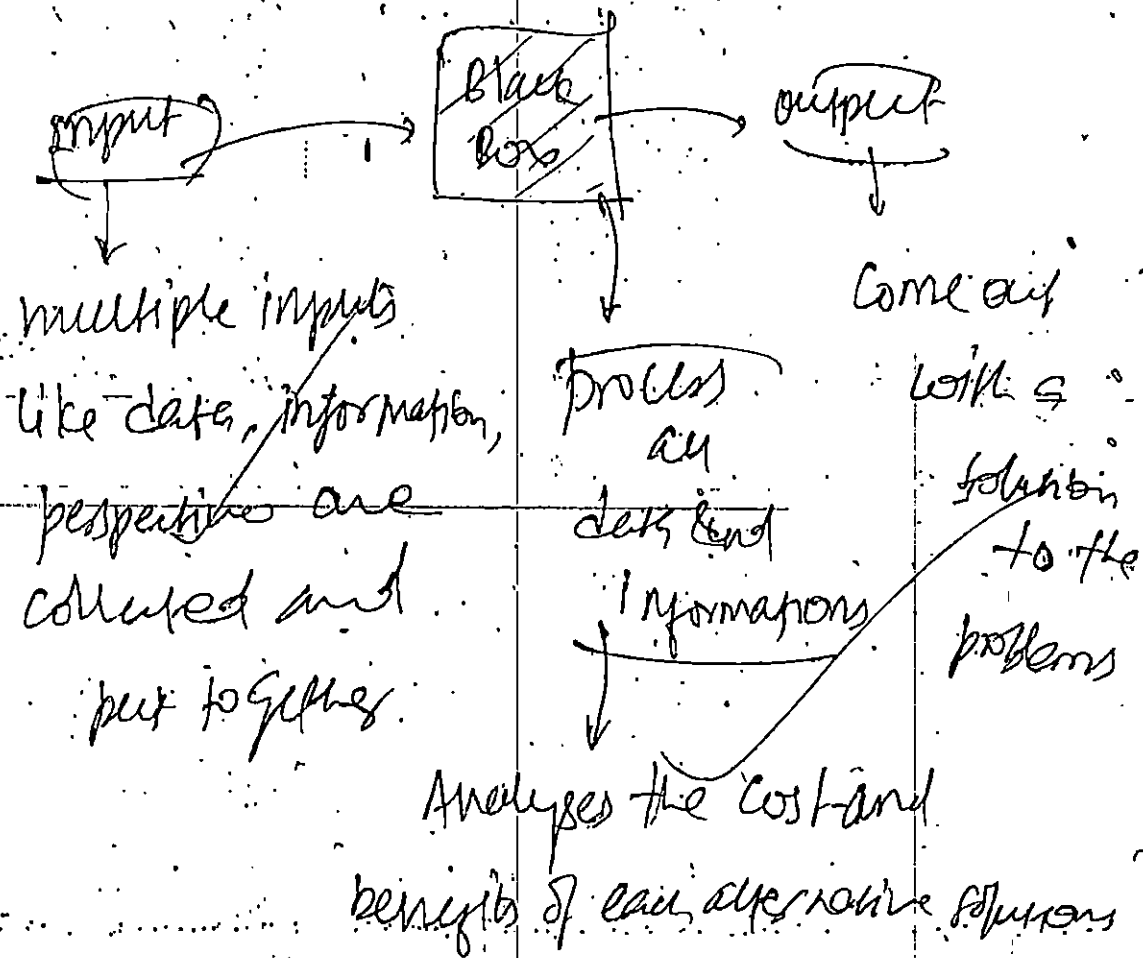
→ Also include & analyze growth of Communitarianism

→ Discuss the spirit of "methodological pluralism"

Remarks

→ member who gave this **GS SCORE** concept.

'Black Box' is widely used in systems theory. It highlights the interplay of the multiple factors to reach a decision. It symbolises the complexity of the decision-making process in governance. It symbolises the secrecy and complexity.



4

Remarks

System Theory redefined the notion of decision-making in public administration and also it explained the reasons for failure of the governance.

Advantage or Utility to policy

- Now a more comprehensive approach to policy making possible by taking into account all possible inter-related factors.
- Effectively analyse the impact of each factor in policy making thus increases the rationality and objectivity.
- Highlight the limitations of human minds in form of bounded rationality.

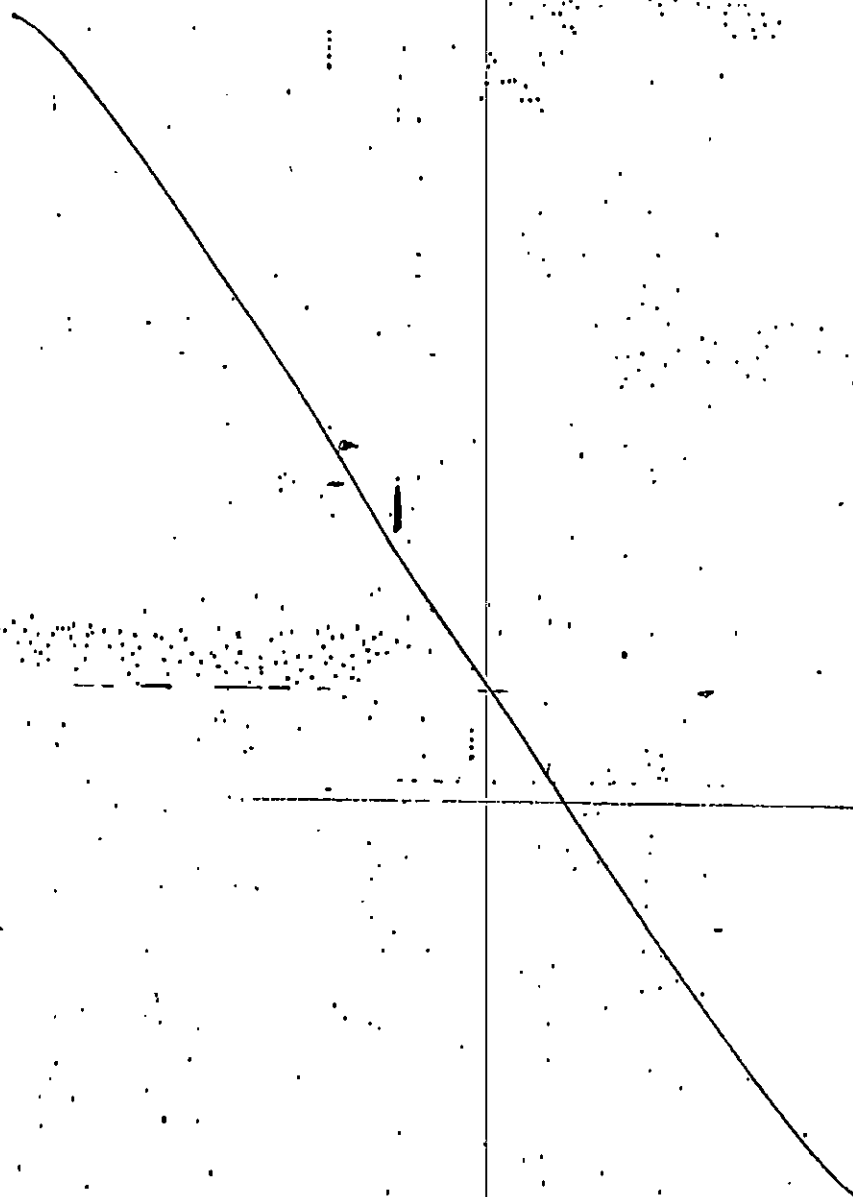
Thus system theory provides an idea goals to be achieved through continuous improvement in our policy making process.

Remarks

→ Also refer Model Answer

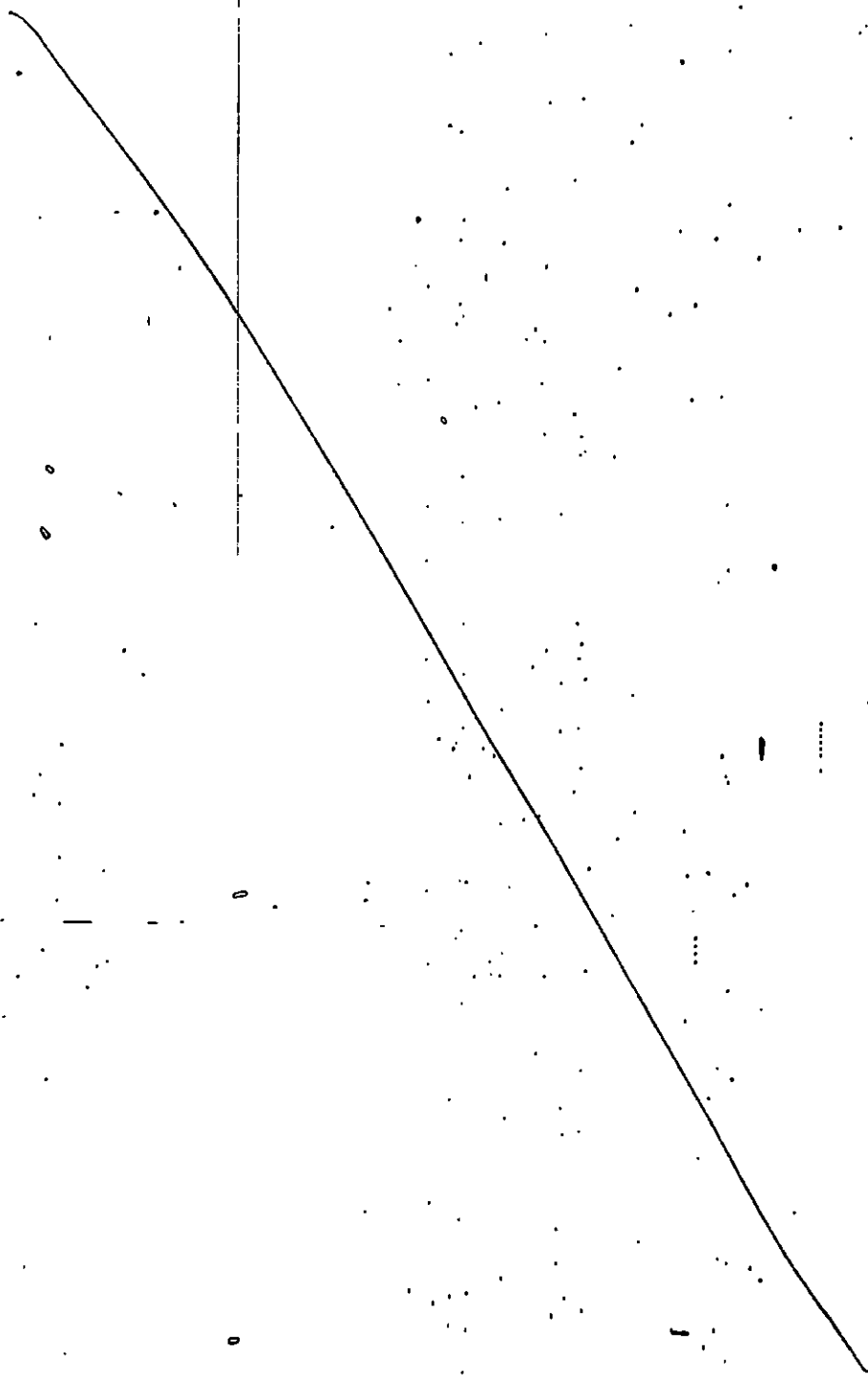
4. (a) Briefly discuss the ethical & moral dimensions of. "Anti-development", as a Developmental discourse. (200 words) (20 Marks)
- (b) Public choice approach maybe a theoretical reality, but practically illusory. Discuss. (200 words) (20 Marks)
- (c) In the aftermath of global crises like terrorism, Cyber-security, disasters and economic recessions, do you think there is a need for "Revisiting the state". (150 words) (10 Marks)

40



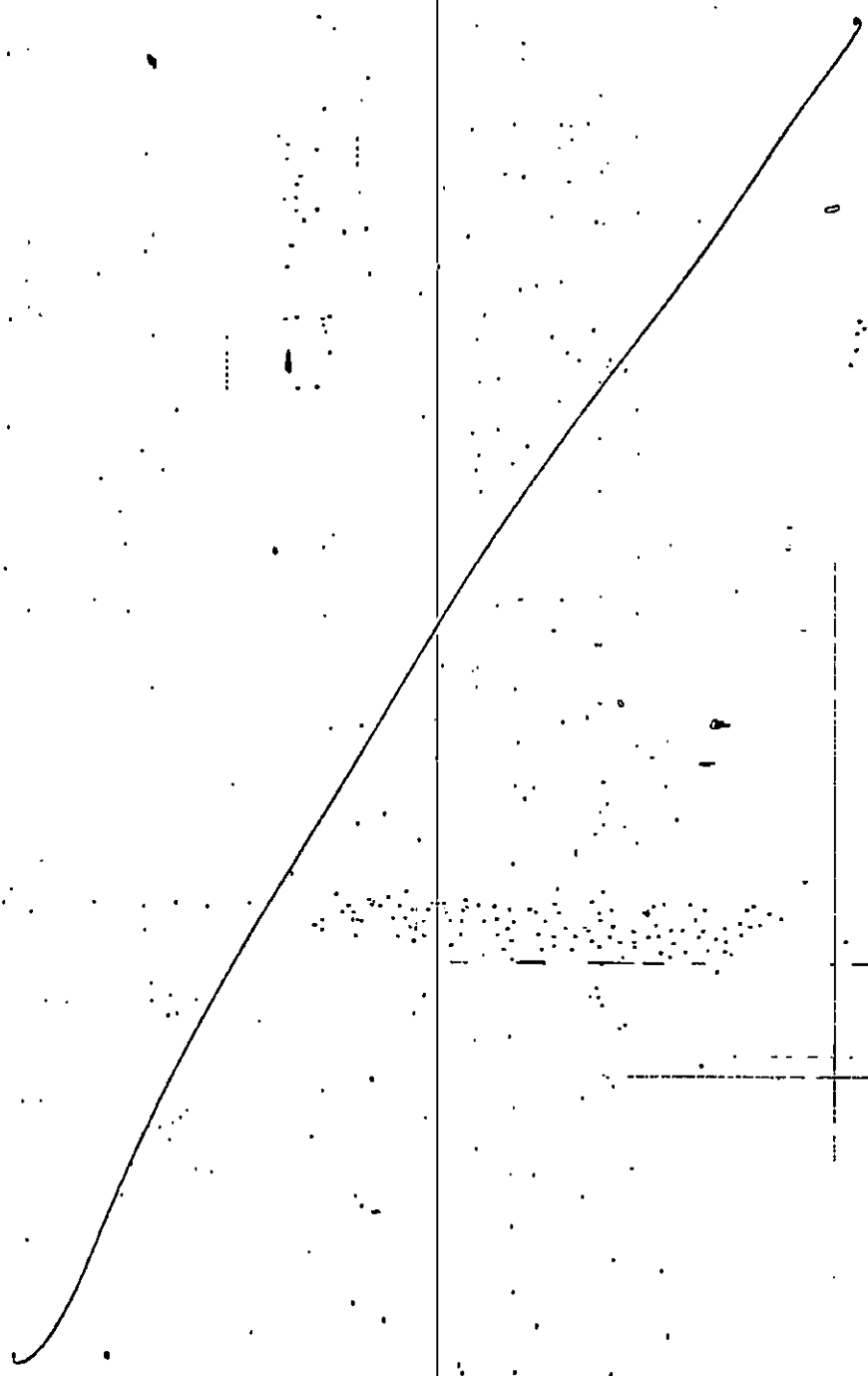
Remarks

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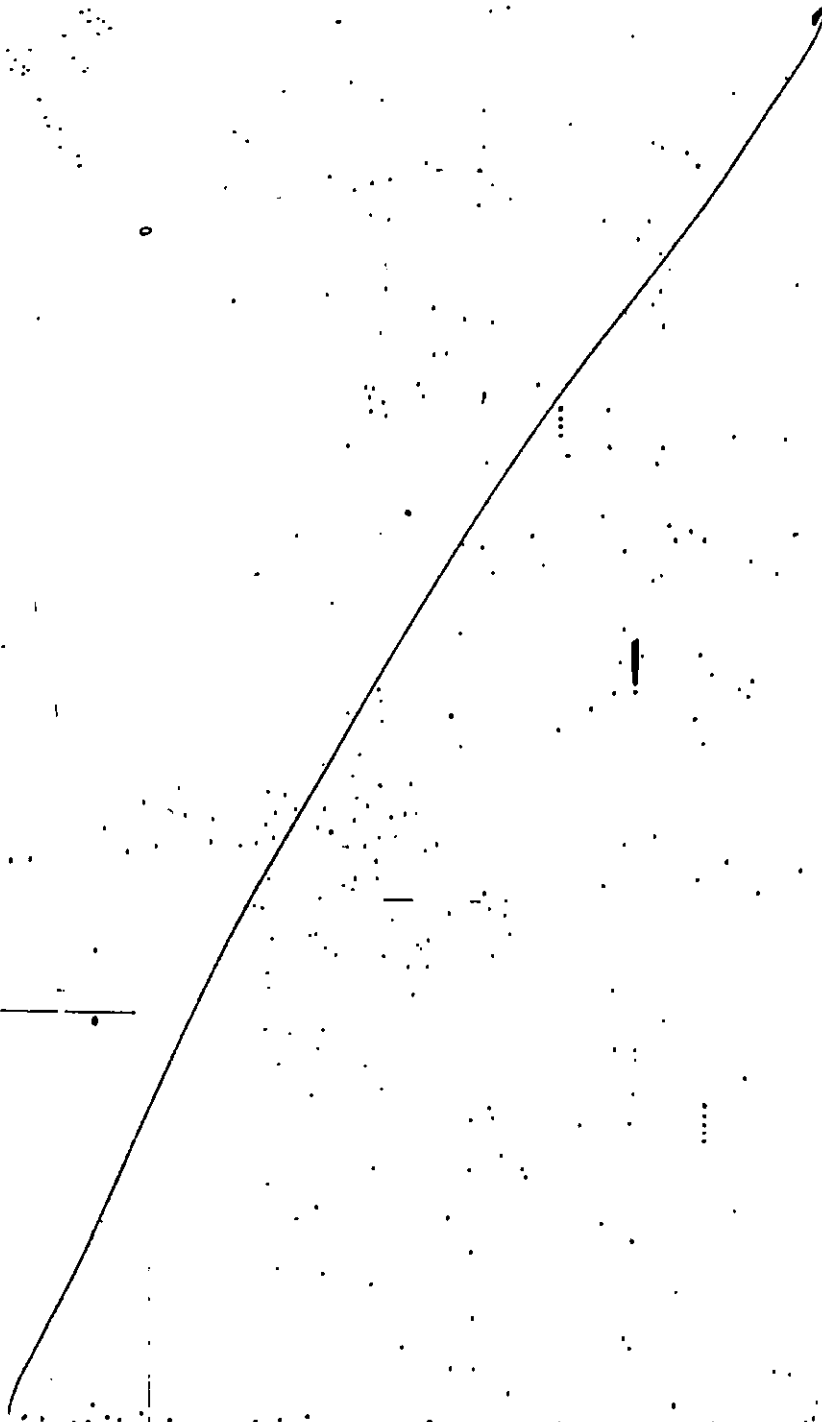
Remarks

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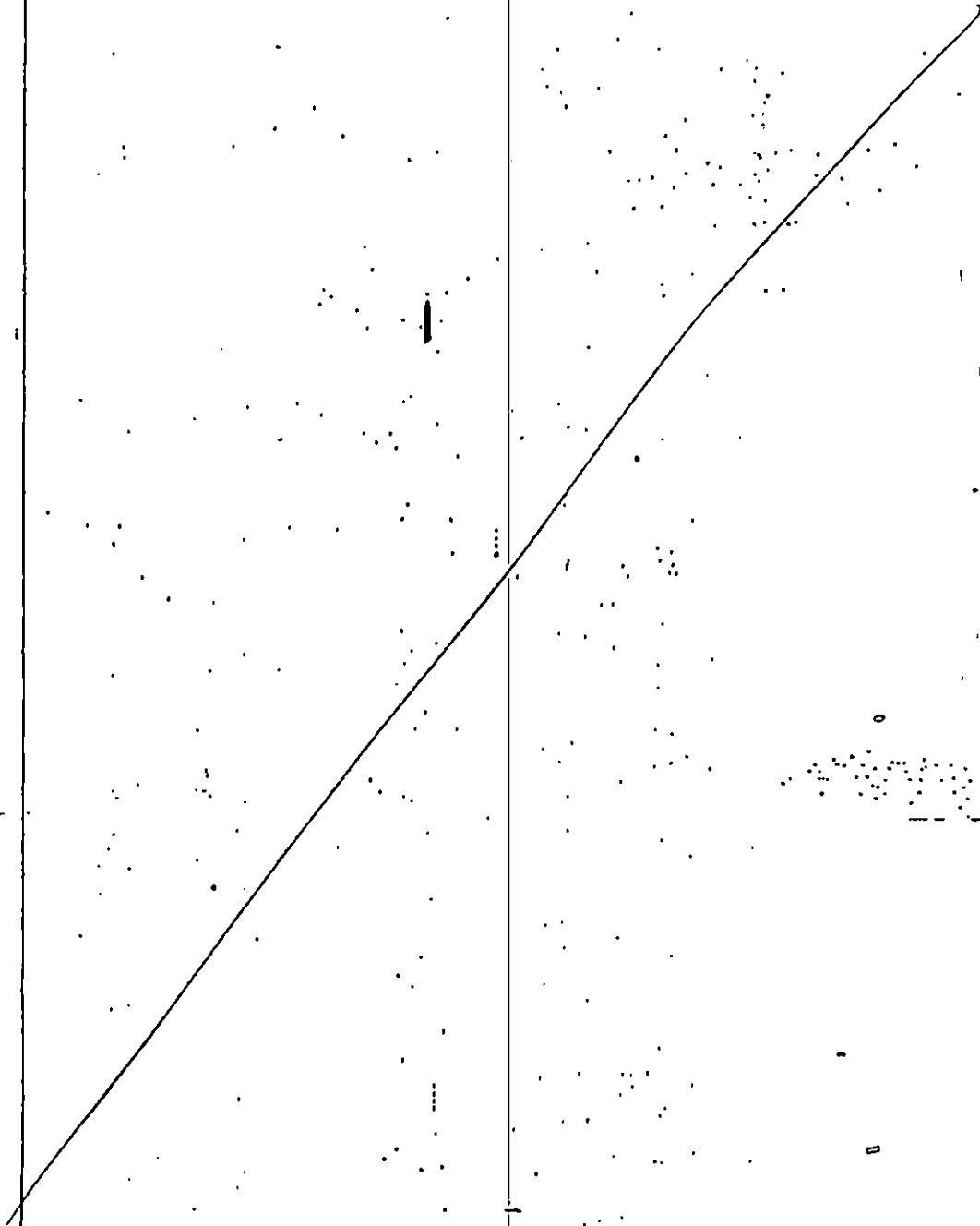
Remarks

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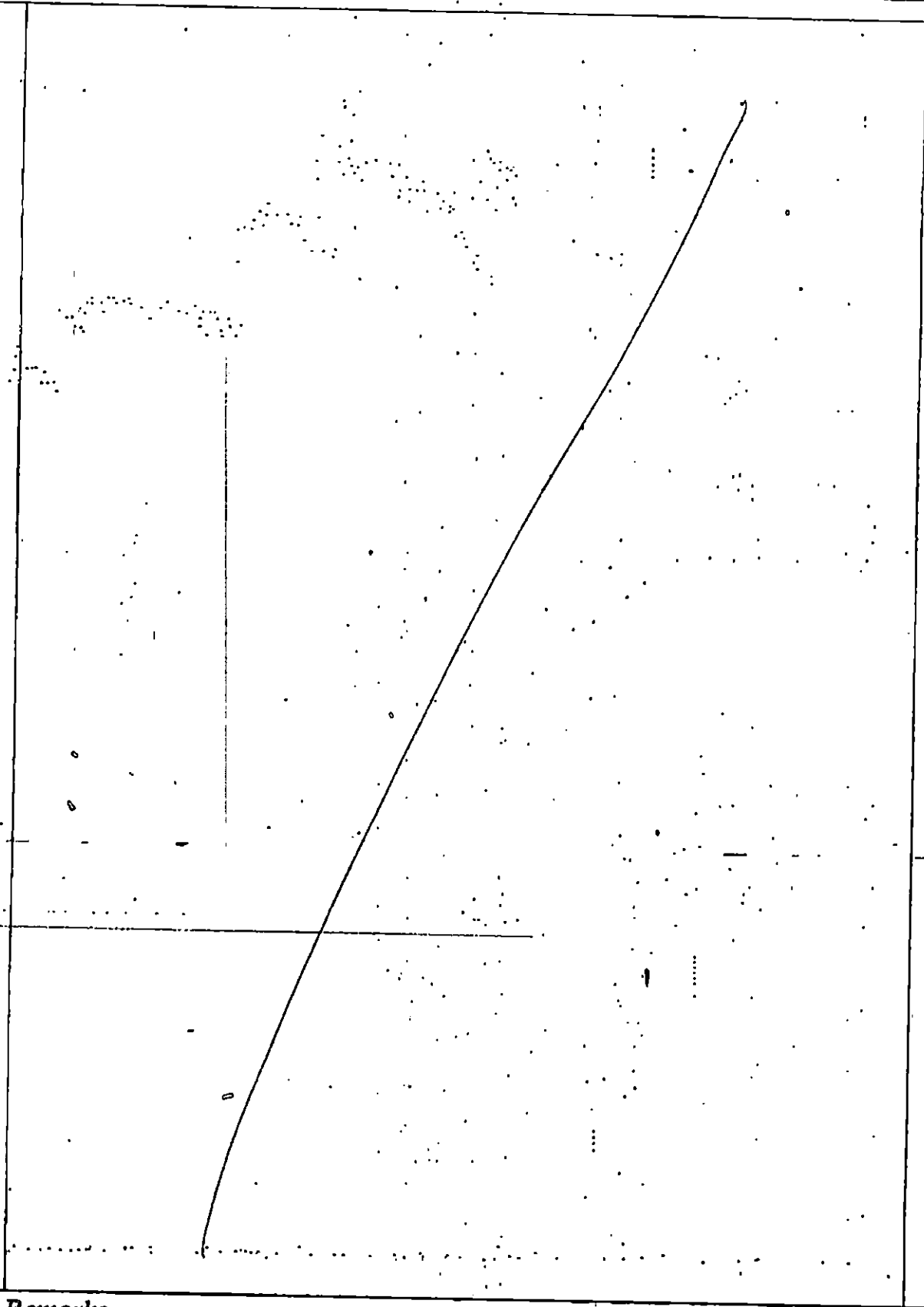
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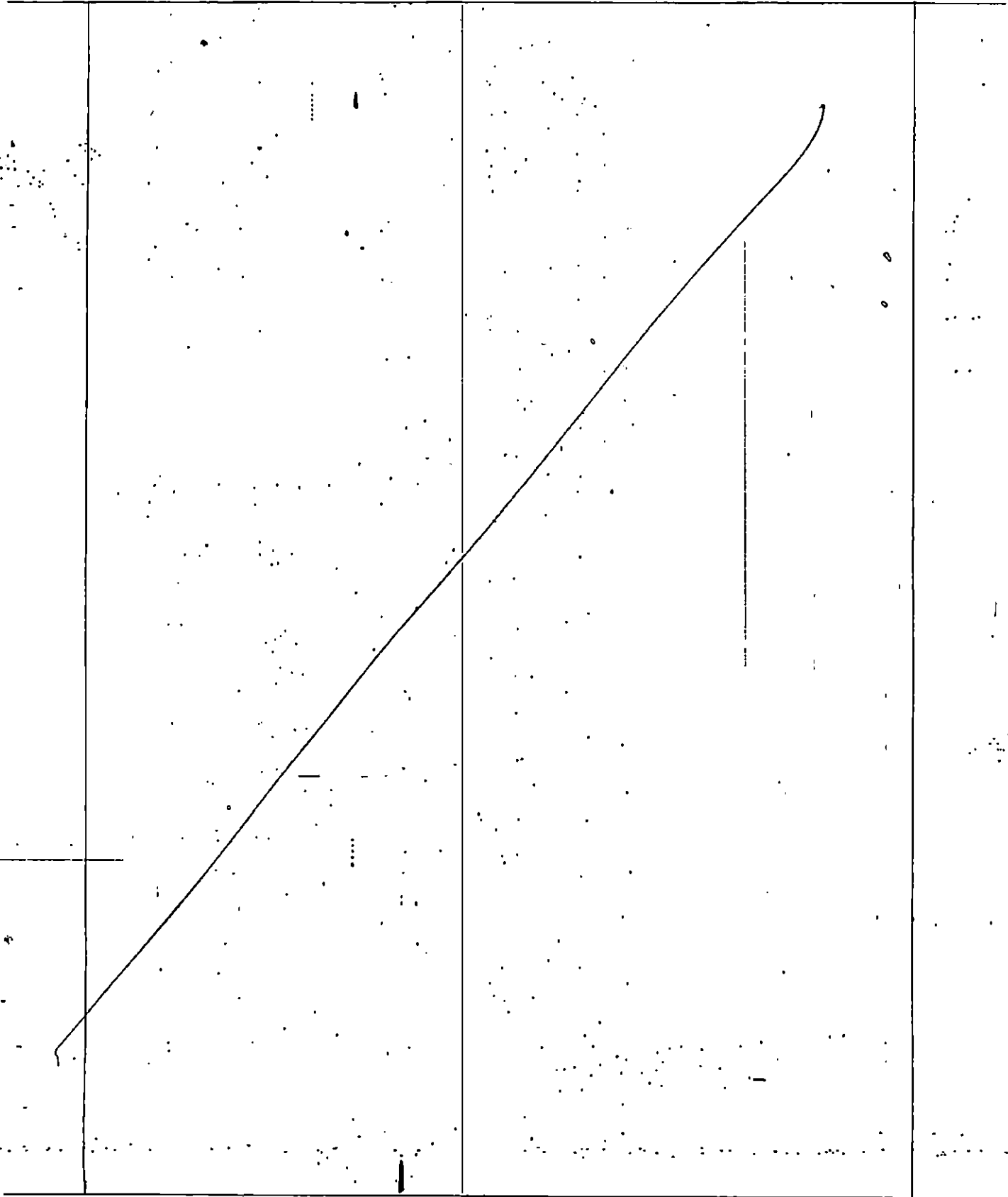
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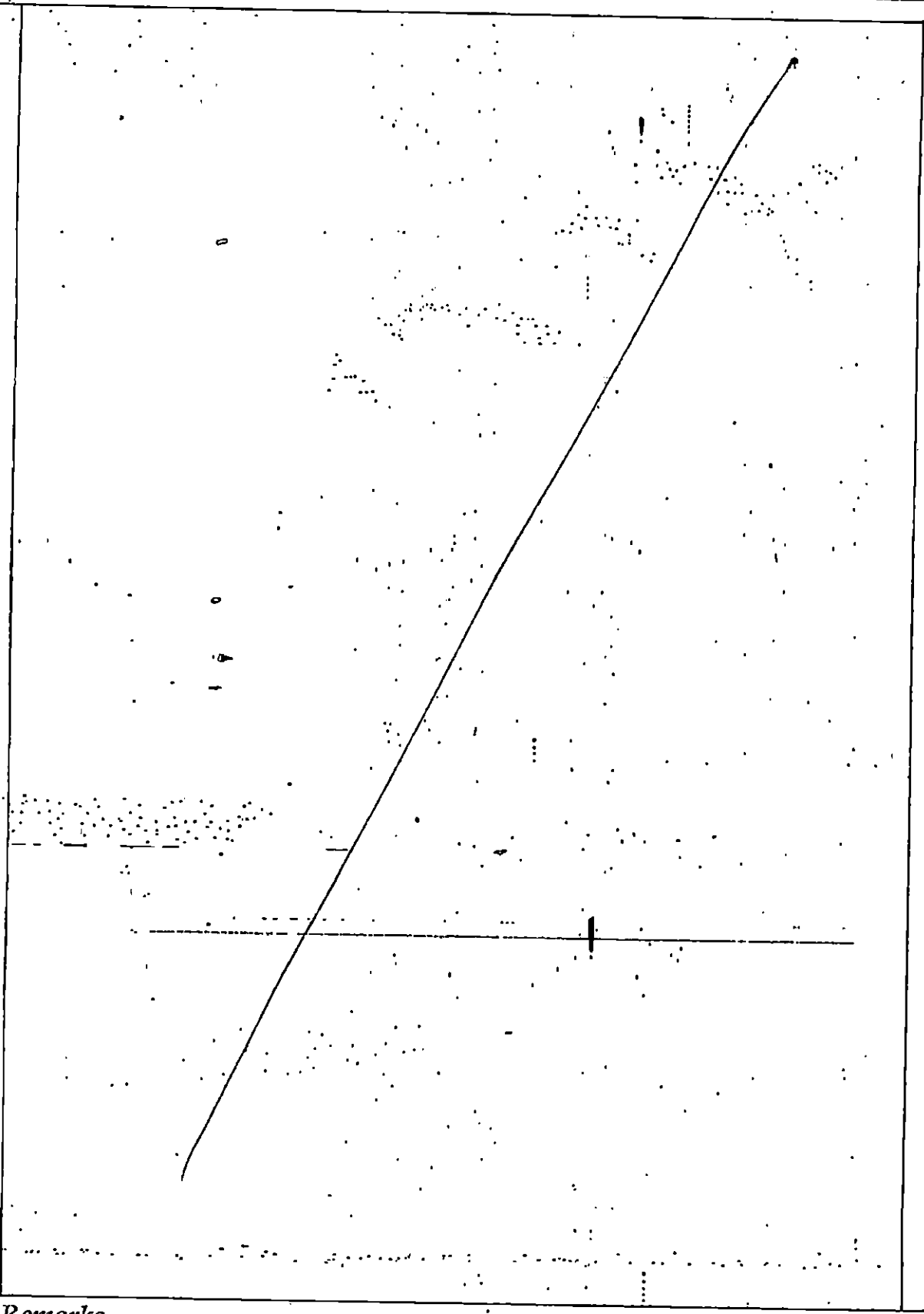
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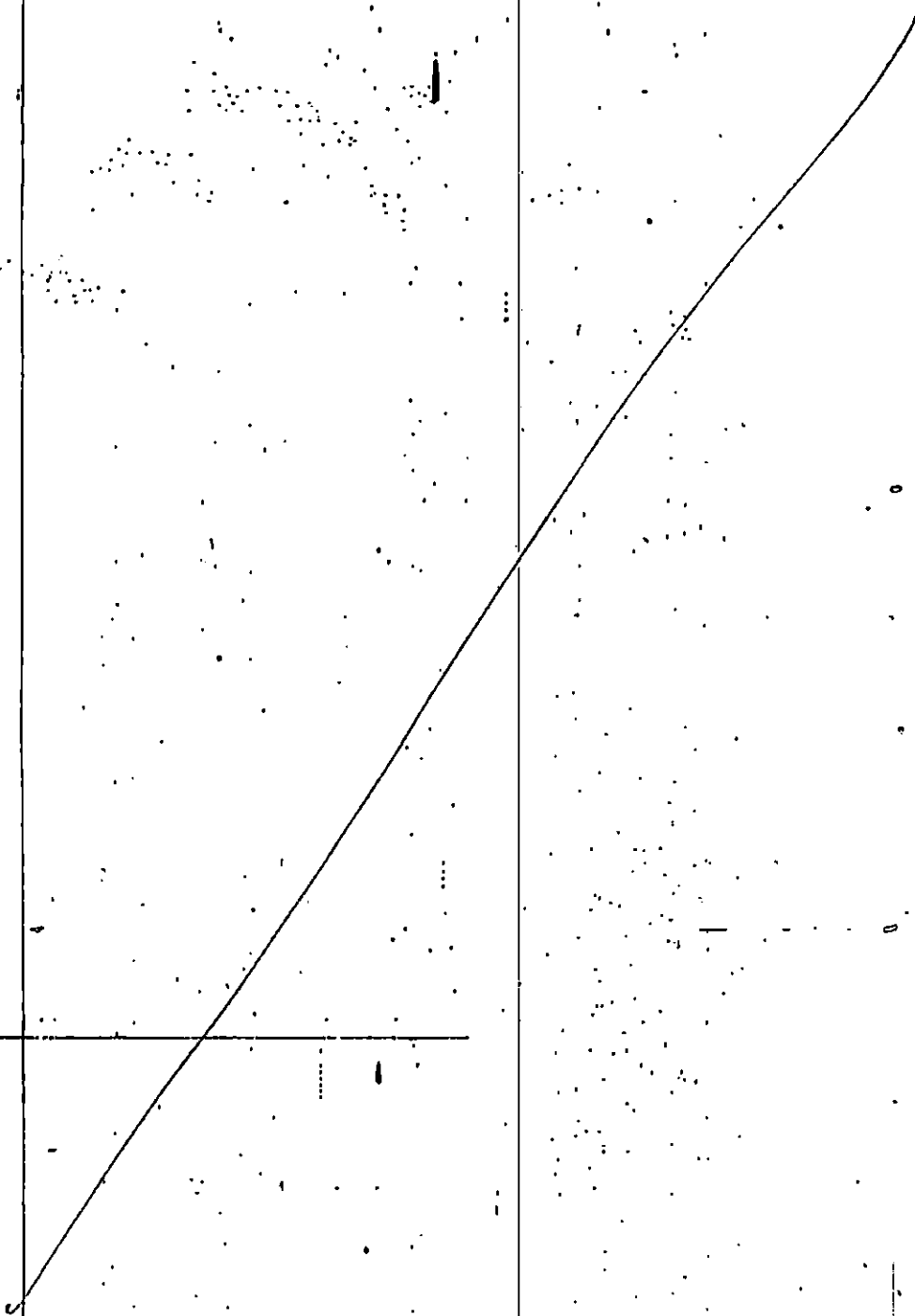
Remarks

GS SCORE



Remarks

GS SCORE



Remarks

SECTION - B

5. Answer the following in not more than 100 words.

(10 × 5 = 50)

- "Leadership is more about focus, than locus".
- "The evolutionary paradigm of Public administration does not convey much about its present underpinnings".
- "Budget is a series of goals with price tag attached".
- "Perfectionism may justify ably the absence of socially conscious policies".
- "Comparisons, when overstretched may create problems of measurability".

Leadership concept is one of the most explored concept due to its importance to organisation.

Why more about focus, than locus?

- it is highly dynamic subject matter which kept undergoing changes!

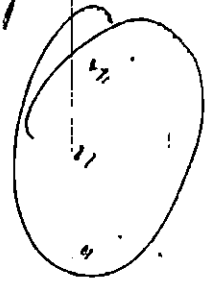
Classical thinkers focused on mechanical approach to leadership through the concept of managerialism while Human Resource theory

Remarks

but rather focus on the humane and dynamic aspects of leadership.

Key development related to focus are

- Great man theory of leadership
- Trait theory
- Situational Theory
- Contingency theory



Latest development relates to debate between transaction leadership and transformational leadership.

Thus Leadership theories and debate are across institutions. This keeps taking new values from each discipline and tries to present a broader concept of leadership.

Remarks

Leadership → function not technical or structural

(b)

(d)

Public administration evolution involved huge debates, discussion and conflicting opinions.

Why it does not coming main about its present underpinning

- dynamism in understanding of

public administration radically changed after establishment of it as discipline

Also Analyzed
Event or
Cultural
Dimension
in Agr.

Ex - Public Choice theory

New Right Philosophy

NAM, NPS, E-gov, Neo Weberian

has radically changed the traditional concepts and theory in public admin

→ Era of governance even have a goals like governance without government

Remarks

- most of services are provided by the private institutions.

However

• the evolutionary paradigm helps us to analyse the weakness of the different models.

• It also helps in building new theories.

③ Budget is known as Annual financial statement which is comprised of all receipts and expenditure of government.

Budget as series of goals with price tag attached

• Government allocate funds to different goals based on their priorities.

Remarks

4

- It shows the financial limitations of any goals.
- It provides tools to analyse the nature of government based on their allocation.

Example: socialist government tends to allocate more fund to welfare programmes.

- Manifesto of political party get reflected in the Budget of the government.
- Budget provides information about financial health of government.
- New tools like Zero based Budgeting, Performance Budgeting or Gender Based Budgeting emerged due to changing dynamics of government.

Explanation needed

Remarks

Budget provides a clear picture of different priorities of government with financial allocation. Finance is the life blood of administration.

- ① Perfectionism tends to refer to the tendency to go for best solution in any given circumstances or situation. } Good
- Logic, rationality, empirical evidence becomes crucial for it.
 - It is based on cost-benefit analysis.

Problems with Perfectionism:

- it tends to neglect the value aspect of decision. } Example missing.
- it tends to have dominance of economic rationality over others.

Remarks

• it tends to reflect intimate aspects
emotions, socio-cultural dimensions
of society in decision-making.

Good
Attempt

For example - Protectionism demands to
do away with subsidy.

(5)

But doing away with subsidy might
result into some unintended
consequence and increase
the marginalisation of weaker section.

(e)

Companions are an important tool
to increase scientificity and objectivity
in the process.

Ex - Robert Dahl once said the
Crux of Science of Administration

will remain mere slogans without comparison.

But when overstrained it may create problems of measurability.

• Too much comparison may lead to number of comparative tools which may influence contradictory.

• it has limited application

• Example Riggs comparative model failed to come out with any universal theory of administration.

Comparison can be done only in few objective parameters, subjective parameters like behaviour with Riggs tends to create more problems of measurability.

Remarks

More explanation/elaboration
need

Cover more dimension:-

6. (a) Discuss the problems of "SHG's" as a viable model of socio-economic development. Do they suffer from cultural biases? (200 words) (20 Marks)
- (b) NPA, overworked the "how", with its over-emphasis on "what". Comment (150 words) (15 Marks)
- (c) Post-modernism celebrates Heterogeneity, But at the cost of rationality. Discuss (200 words) (20 Marks)

6. (a)

Good Attempt

SHG emerged as the innovative model in South Asia as means to ensure socio-economic developments of all sections of society. It tries to mainstream those sections which were financially excluded till now.

Benefits of SHG

- It helped in democratising development process by making it more inclusive
- It tries to provide opportunity for people to come together and collectively work for their economic empowerment.
- SHG-linkage to Banks unleashed a new era of financial inclusion and access to credit.
- SHG are emerging as the hub of local business opportunities.

Remarks

Problems with SHG

- Highly skewed distribution of SHG
Ex - South India did extremely well to ^{reach} use of m.g. while North India did not come upto ^{expectations}
- Absence of linkage to commercial market:
both domestically and globally.
- limited potential for SHG to emerge as big commercial units.
- Tends to benefit more to the well equipped and literate sections of people.
- conflicts, lack of cooperation among the ^{members}.
- lack of training to the members.
- politicisation of SHG is common ~~stages~~.
- SHG have to pay ^{corruption} bribes to get credit from banks.
- limited areas of work like based on traditional skills which find it difficult to compete with highly advanced teknologikal Prasil.

9/2

Remarks

SHG is supposed to be groups of people with similar social and economic background.

Disadvantages:

- A closed group. Limited mobility of
- inward looking. Different sections.
- More traditional outlook.
- Create difference among different sections.

So SHG tend to have cultural bases.

Way Forward:

- SHG should be provided adequate financial and administrative support by govt.
- SHG should be provided flexibility in their composition and functioning.
- Inter-regional groups like hybrid of rural-urban, rich-poor model etc. can be experimented at limited scale.

SHG has huge potential to radically transform our approach to socio-economic development.

Remarks

- Also include IARC views -
- why only flourish in rural India

6b) NPA came as response to value neutral bureaucracy.

it challenged the classical notions like

- instrumental role of Bureaucracy.
- value-neutrality of administrators.
- Status quoism
- Rigid Rules, regulation → NPA more of idealism than operational guide.
- Inward looking of administration
- indifference to the problems of society.

NPA come out with value-laded concepts and values

like - change orientation:

- Striving for equity
- public service motive
- ethical governance
- sensitivity to the problem of society.
- done away with politics-administration dichotomy
- made public administration value marked

Remarks

4

Ex - Golemboski anti goals like Anti

- Anti-Technical
- Anti-Professionalism

tends to reject the complexity of administration and overemphasis of fact in the quest for magical science of administration

Loopholes:

- It neglected means to achieve these goals.
- it was idealistic goals without any practical solutions. (more radical in words)
- it led to overstretching of state under welfare state.
- it was more normative than empirical.

Analyse
it Journey
from 1968-2008

NPA failed to change the notion of government. ~~It led to crisis of government due to overburden on government.~~

However, NPA brought back the administration centre-stage of discussion in public. It provided discretionary and institutional role to bureaucracy in governance.

6.9 Post-modernism emerged as response to the limitation and weakness of Modernism. It radically challenged all the established notions like universality, uniformity in theory building exercise
 Difference between

Modernism	Post-modernism (PoMo)
<ul style="list-style-type: none"> • believed in the universal theory • focussed on meta-narrative and grand narratives and hyper Reality • one size fit all approach 	<ul style="list-style-type: none"> • Not possible to have a universal theory • Rejected Grand Narratives leading to <u>thinning down of reality</u> • diverse approach based on ecological settings

Remarks

- Post Modernism explored the micro-reality. It believed in the co-existence of contradicting concepts, theories.
- It deconstructed the myth of the rationality as propounded in the modernist thinkers.
 - It diversified the discipline and provided wider views of all phenomena.
 - It led to emergence of
 - gender perspective
 - subaltern perspective
 - ecological models.

PoMo challenged all the established concepts, provided radically a new perspective to the approach.

Drawbacks with PoMo

- It increased the complexity as

difficult to comprehend all possible dimensions of the problem and concept.

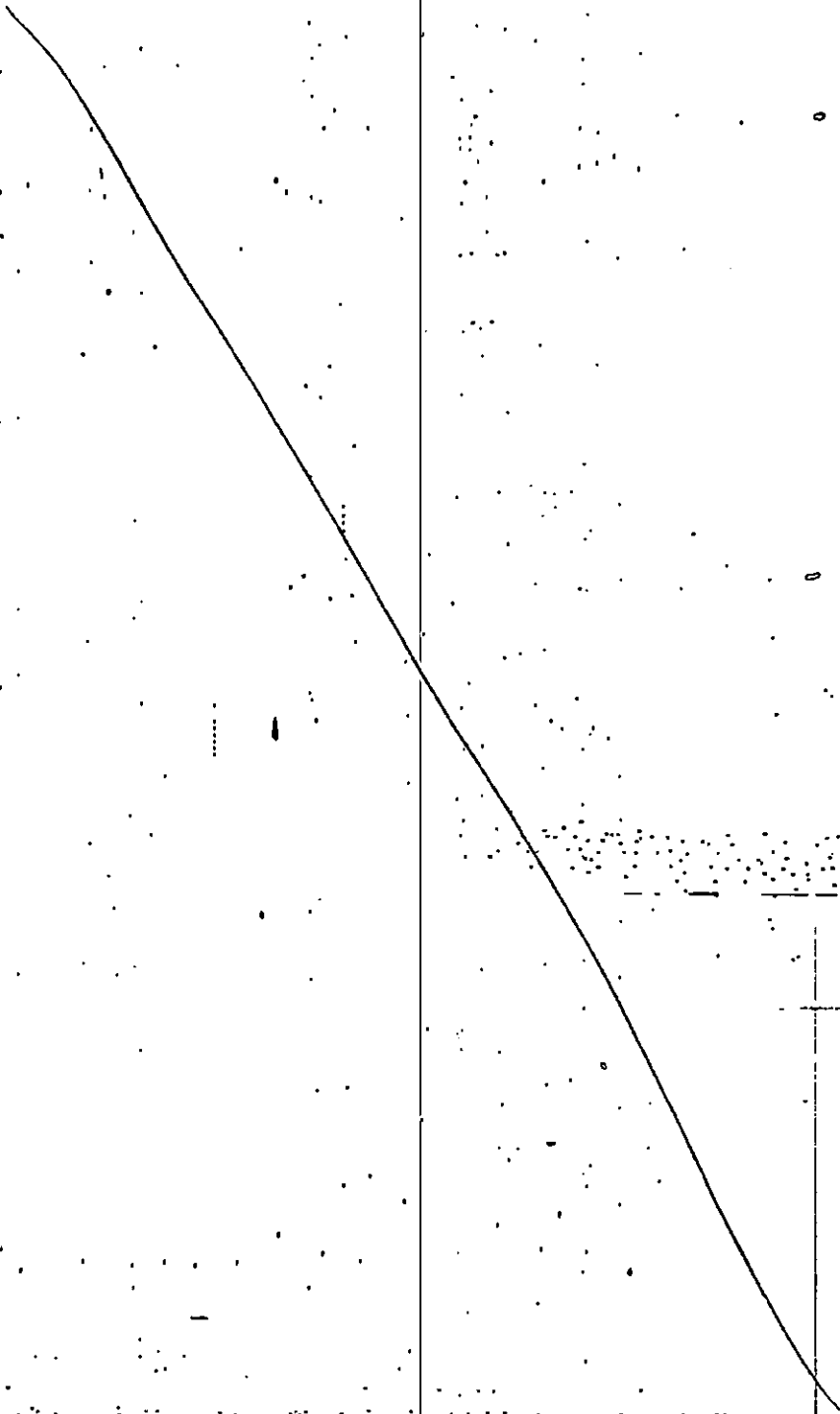
- It brought back susceptibility and values into concepts which can reflect rationality in the process.
- It can lead to indiscipline, shift of the focus to multiple excuses to the failure.

However, Pomo has immense potential to be used as tool to understand the complexity of phenomenon. It is highly desirable in a post-globalised society which is highly diverse and pluralistic in their structure and compositions.

7. (a) "Behavioral theories are incomplete without a thorough grounding of "Gender component". Comment (150 words) (15 Marks)
- (b) "Performance based incentive system may not be a viable practice in Public Organization". Discuss (150 words) (15 Marks)
- (c) Riggs "ecology of sala" has ethnocentric biases. Comment (200 words) (20 Marks)

Remarks

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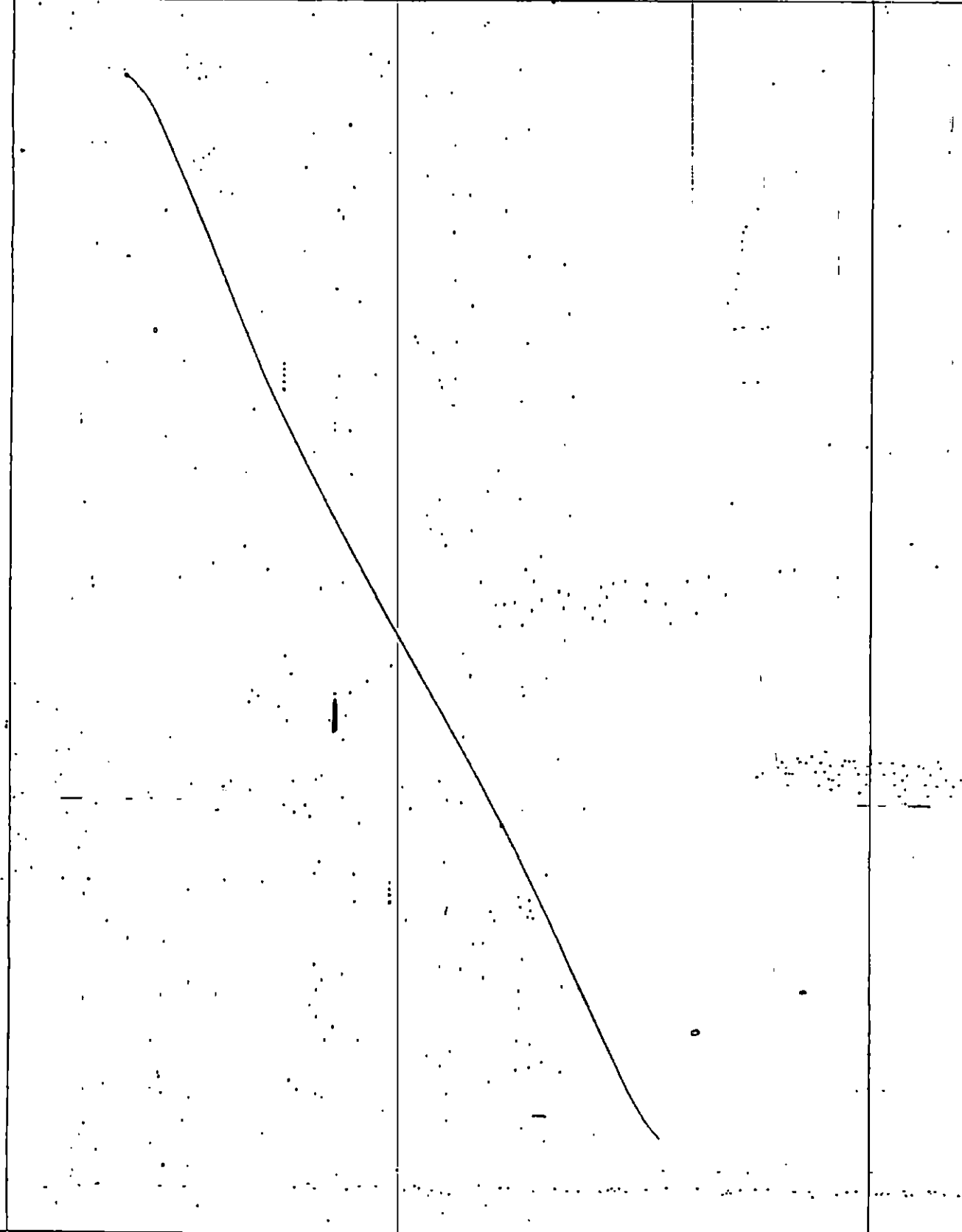
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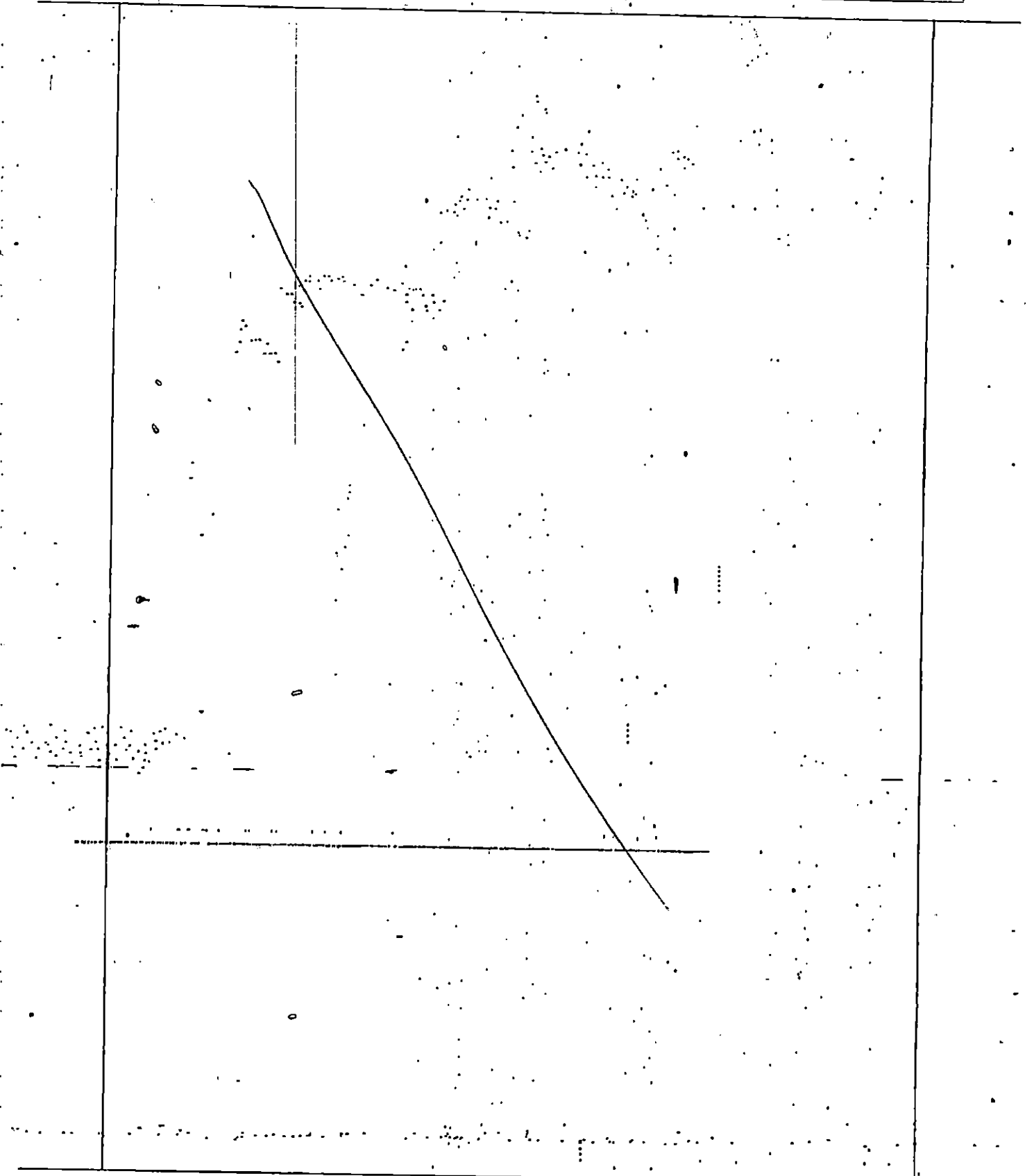
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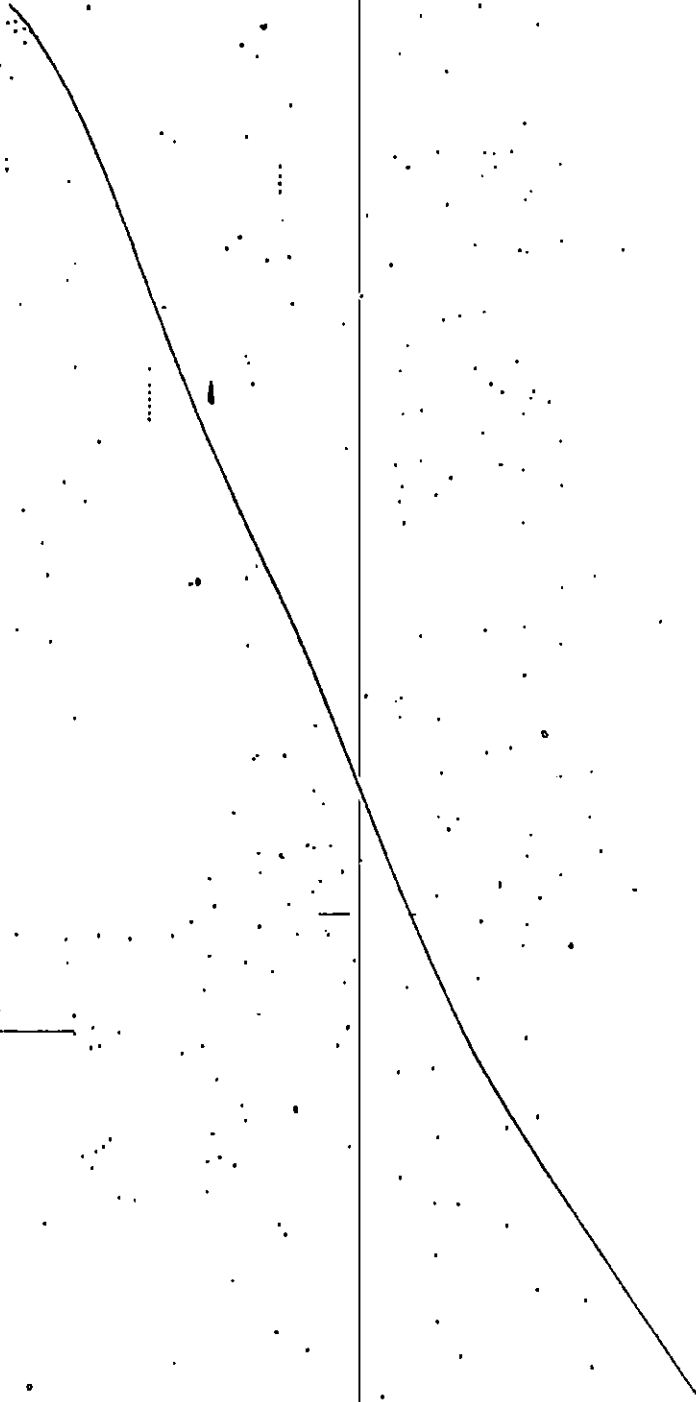


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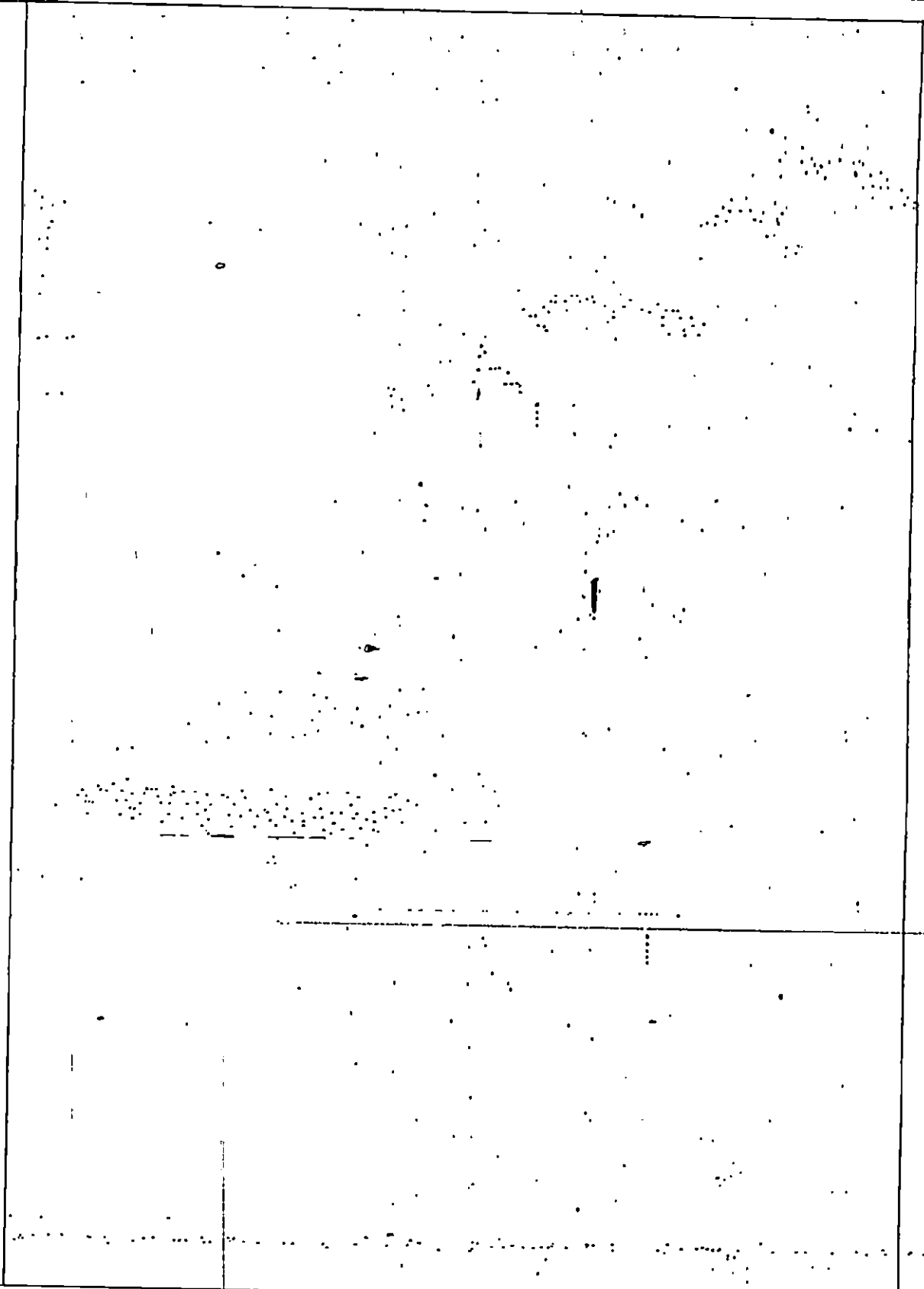


Remarks



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Remarks

8. (a) Discuss Fielder's Contingency Model. Do you think it suffers from over-rationalization? (200 words) (20 Marks)
- (b) "Game theory is about choice we make, when we cannot control the factors that affect those choices." (150 words) (15 Marks)
- (c) Most of the Public programmes in India suffer from "U without Q" syndrome (universatization without quality). (150 words) (15 Marks)

Remarks

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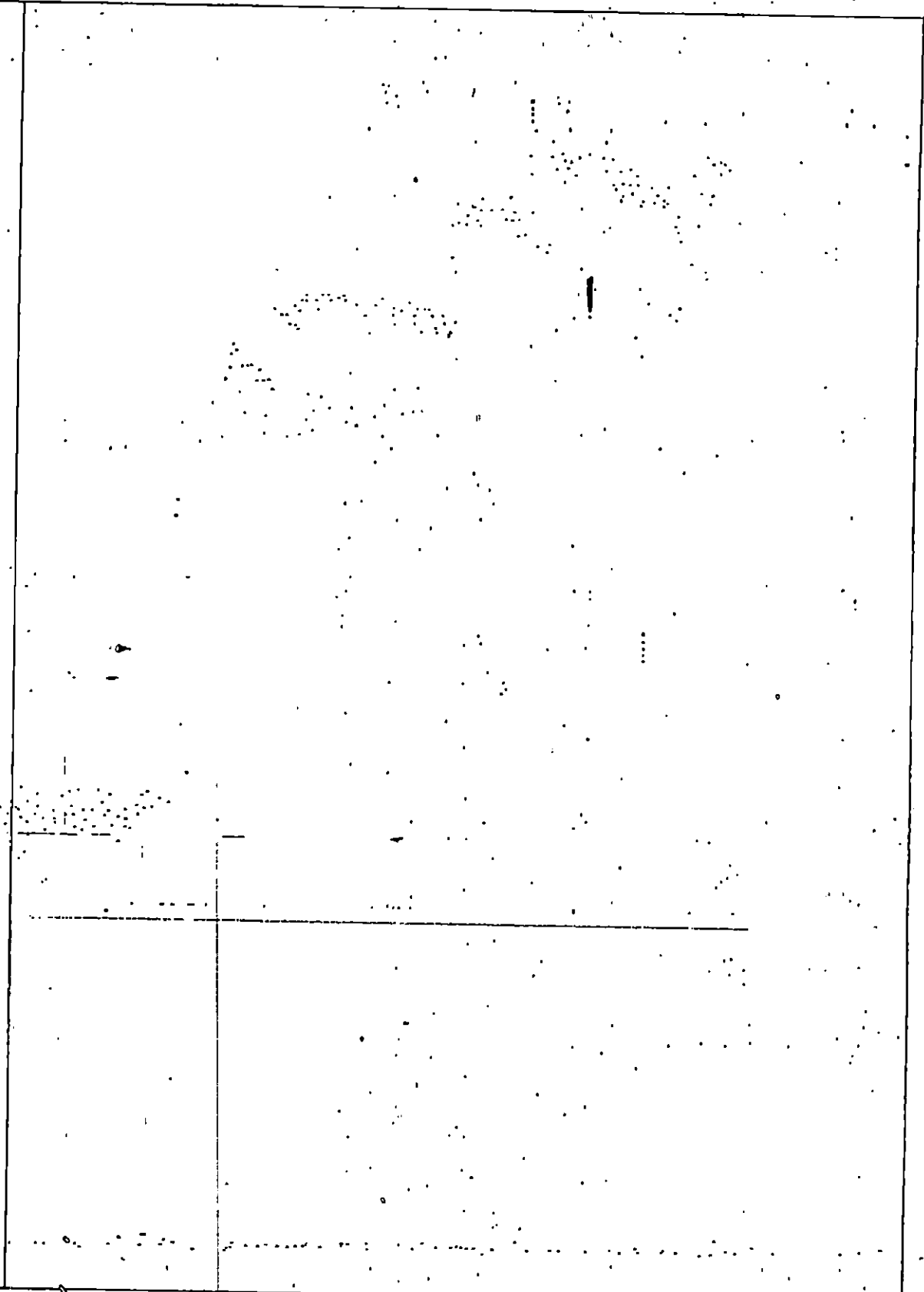
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The table area is a large rectangular grid. It features a vertical line on the left side and a vertical line on the right side. A horizontal line crosses the grid about two-thirds of the way down. Another horizontal line is located near the bottom, just above the 'Remarks' label. The grid contains faint, scattered dots and some vertical lines, which appear to be artifacts from the scanning process or a very low-resolution image of a map or data grid.

Remarks

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Remarks

