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RANK - 18

PUBLIC ADMINISTRATION



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- Summarisation has to be in condensed version.
- Adduce factual premises in analysis
- Include case-studies as well.

PUBLIC ADMINISTRATION

MOCK TEST 1

102

TEST - 08

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①

a) After the decreasing productivity in industrial organization, Taylor came out with Scientific Management Theory.

Industrial organizations were facing the issue of 'systemic soldiering' among the employees. They were deliberately working less. It was an attempt to resist underpaid, overtime burden caused due to profit motives.

In such scenario, Taylor introduced piece rate system. Features of the same are:

1. Workers would be compensated for the number of goods they produced.
2. A minimum threshold compensation was affixed on basis of productivity of an average employee.
3. Any worker producing in proportion to average production would be paid as per his production.

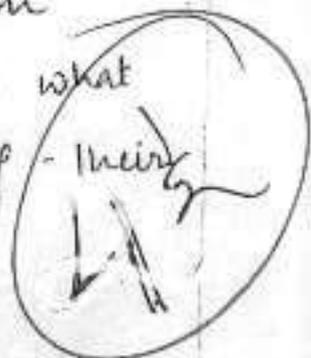
However this system reduced scope for collective bargaining. Workers now could not raise their demands due to affixation of wages. They were still working overtime, only with

Analysis is
not
specific;
as per paper

an addition of compensation for the same.

(2)

It also introduced differential compensation because workers were getting according to what they were producing, thus undermining collective bargaining.



b) Informal organization is summation of all personal contacts a person has within the organization. Herbert Simon and Chester Bernard and Elton Mayo have suggested leverage of these informal organizations to fulfill goals of formal organization.

These "informal" organizations have a leader and rest of the employees usually accede to his demands. Although there are rate busters and no participants, yet effectiveness of informal organization can revitalize formal. Bernard has suggested that through the informal organization, ~~the~~ orders could be made to lie in the zone of "difference". Such orders have high acceptance among the employees.

Clarify and discuss major benefits provided by the informal organisations.

Similarly, Simon had suggested that through use of informal organizations, more rational decisions could be taken.

(3)

Edson Mayo has suggested that that informal organization can boost sociological and psychological factors such as group cohesion, self esteem, prestige etc. This would enhance potential of human resource.

Thus, informal organization enhances efficiency.

c) Max Weber, a pioneer sociologist came out with Bureaucratic Theory of Organization (BTO). His theory is a hybrid between structural idealism and informal humanism.

Features of structural idealism are:-

1. He suggested a rigid hierarchical structure, where senior dominates over the subordinate.
2. Subordinates are bound to accept the authority of seniors.

3. His relentless focus on the rules and regulations ✓ =

4. He has talked about the sphere of competence, when a person gains a domain expertise through experience ✓

Features of Informal humanism are:

1. Concept of neutrality

i) Political → Weber endorsed Wilsonian expression of Politics - Administrative dichotomy

ii) Value - he expected bureaucracy to be only an instrument to implement government policies.

He should be devoid of values

Although Weber's theory is a reflection of a society which required mending as far as politico-administrative structure is concerned, yet his theory is idealistic and informal. It is impossible for an institution/human to be devoid of value based judgments. Also, too much focus on rules and regulation is unwarranted.

incorporate perspective of other prominent thinkers as well.

Selznick is notable

d.) Taylor's scientific management theory focuses upon scientific recruitment, training, compensation and performance evaluation. (E)

His theory has lost its relevance in contemporary times. Neo classical, post modernist thinkers have criticized his theory on ground of its -dehumanizing character. E

• His focus on monetary incentives are short term and does not focus on retaining the employees. As Abraham Maslow's hierarchy of needs suggest, after basic needs, there are several motivators.

• Rule of thumb was sure a trend in the immediate aftermath of Industrial revolution, but with spread of education, technical know-how; it does not remain a concern.

• Work-Time-Motion study too has got redundant and several new techniques of improving efficiency have emerged such as Management by objectives, critical path Management, Performance evaluation and review technique.

Emphasis needed

However, relevance of Taylorism holds value still. The later offshoot Weberian development, New Public Management (NPM), is touted as Neo Taylorism.

Taylorism ensures : .. ✓

° effective service delivery mechanism

eg: idea of DBT

° optimizes resource allocation by leveraging technology

eg: use of Artificial Intelligence in agriculture

° Improves Transparency and Accountability

eg: use of e-governance, digital India.

Critical perspective is missing.

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Q2

a) constitutionalism means implementation of constitutional ideals in the every day

business of Public Administration. Holding up to

spirit and letter of constitution, is its essence.

Administrative law is the branch of public delivery which seeks to ensure a

an efficient interface between public agencies institutions etc. and citizenry.

Constitutionalism
Idea of
limited
Govt.

Administrative law cannot deviate from ideals of law of the land. It truly ^{is a} manifestation of constitutionalism:

Administrative law can't abridge the idea of enshrined within provisions of constitution.
Basic structure doctrine decided after Keshavan
-da

Bhaski case tries to ensure this

Separation
of
Powers

Administrative law shouldn't supersede the principle of balance of power between the different organs of the state.

In India, there is an aspect of equal checks and regulations which organs of state does

For eg: - Parliamentary accountability of the executives

- Judicial review over legislative and executive functions

Administrative law is guided by ensuring fulfillment of goals of state such as sois-economic development. Constitutional

Instructions guide this law. For eg: following
directive principles of state policies (DPSPs)

(8)

Administrative law seeks to uphold the
features of constitutionalism such as:-

- ~~Rule of law~~
- Democratic polity
- Ideas of equality, liberty and
fraternity

~~Some specific instances are:~~

However, it is of utmost importance
that the spirit of administrative law
~~can~~ coincides with constitutional spirit. Any
deviation thereof, could result in
constitutional formalism according to Riggs.

This formalism is an inherent aspect of
Prismatic societies.

As Dr B.R. Ambedkar had remarked,
that it is the administration only which
determines the effectiveness of a constitution
Thus, administrative law manifests
constitutionalism or lack of it



delegation
of
powers

relate of

Analyze aspects
abuse of
discretion

- (9)
- b) Governance is the process of decision making -
= implementation. It is a natural term
- as it happens in every organization, formal or informal.

Justify!

As Chester Bernard has noted, that people come into organization voluntarily, and seek to fulfill their individual motives with help cooperation and coordination from others.

Governance, then becomes a natural process to ensure that decisions taken are in interest of all individuals involved. It can determine the course of success of an organization on basis of fulfillment of these motives.

If governance is good; i.e. - there is practice of rule of law, transparency, participation of all individuals in collective decision making etc., it will ensure fulfillment of the individual motives.

Ex: RTI etc.

On the other hand, an organization with features such as centralization of power, despotism, etc. would not enable people to fulfill their motives.

(10)

Kautilya has been the earliest proponent of 'good governance' which he considered quintessential for organizational efficiency.

c) E-governance means deployment of Information, communication and technology (ICT) in improving administrative efficiency.

E-governance is only one of the mediums to ensure good governance. It can ensure:

• Transparency - eg: 'open data' of government

• Accountability - eg: e-services, digilocker, e-pan etc.

• Improved service delivery mechanisms - eg: CKYC, DBT.

E-governance could not be considered a complete good governance. It only

improves quality of certain implementation of policies, programs etc. Good governance, requires an overhaul in way political administrative dynamic works. (11)

E-governance, despite its laudable prospects, has been unable to ensure success in India. Some of its fallouts are:

1. Absence of contingency theory based systems
• Administration is inequipped to transform and adapt to new technology

2. Prevalence of status quoism
- Weberian norm of ensuring 'continuity and stability' has reduced change orientation of administration
• Career based civil servants are more concerned about their wellance, promotions etc. and, thus 'change' is less of a priority

3. Inadequate infrastructure
• Specially in local governments. There is lack of broad band connectivity, etc.
• Human resource development is also abysmal

Incorporated
Example based on
Court-
Schemes
related
fallouts

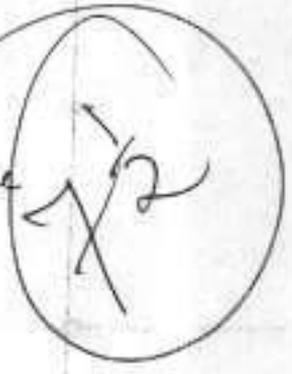
4. It has led to more centralization of power
• e-governance instead of bringing decentrali-
zation has led to reverse.

5. E-governance need to be coupled with overall administrative reforms. However, the it was brought without consideration over multidimensional reforms. Attitudinal and behavioural changes could steer e-governance

discuss
Case Studies
in
detail.

2nd ARC's report on e-governance - thus focus upon: → Expand it.

- Training, both technical and attitudinal
- Development of state level and local e-governance platforms to ensure decentralization.



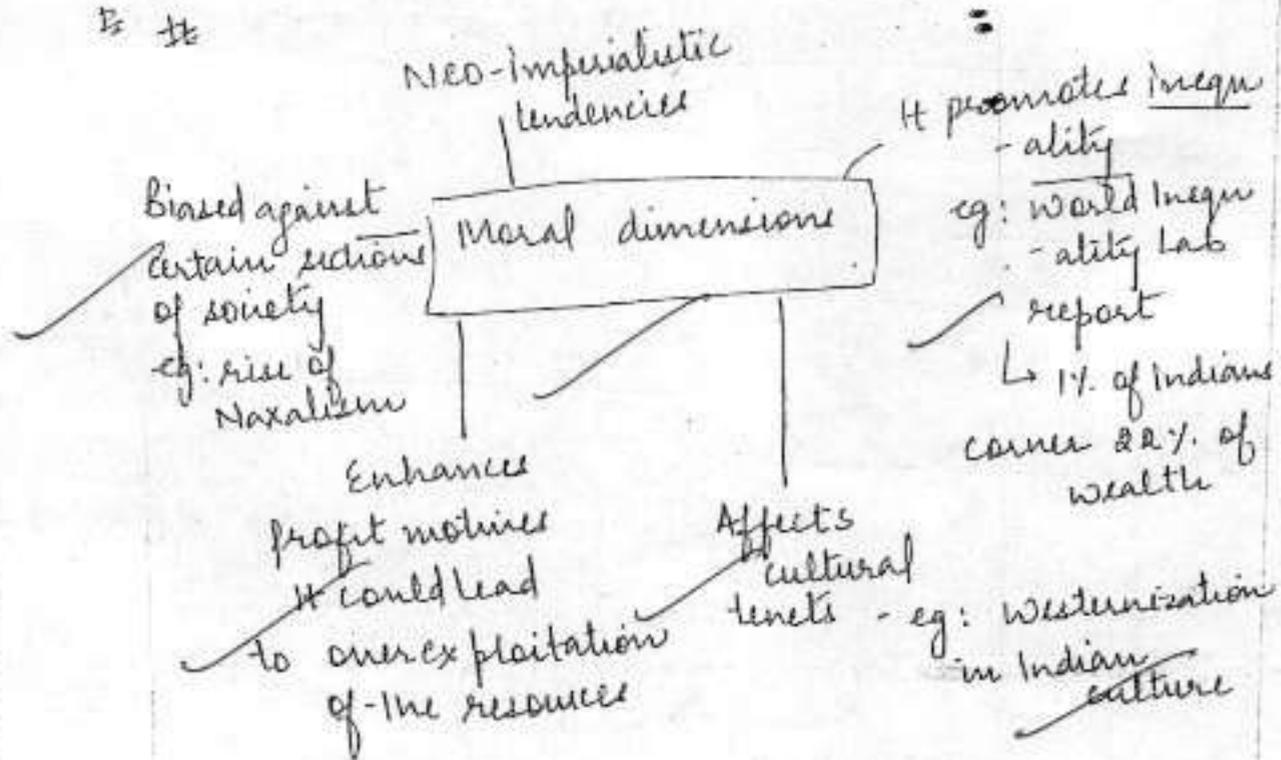
Q4

a) Development dynamics is an imperative aspect of administration. It seeks to bring Inclusive growth and quality focused development of society.

However, alongside development is its contra-diction i.e. Anti development. The stream emerged as a criticism to development.

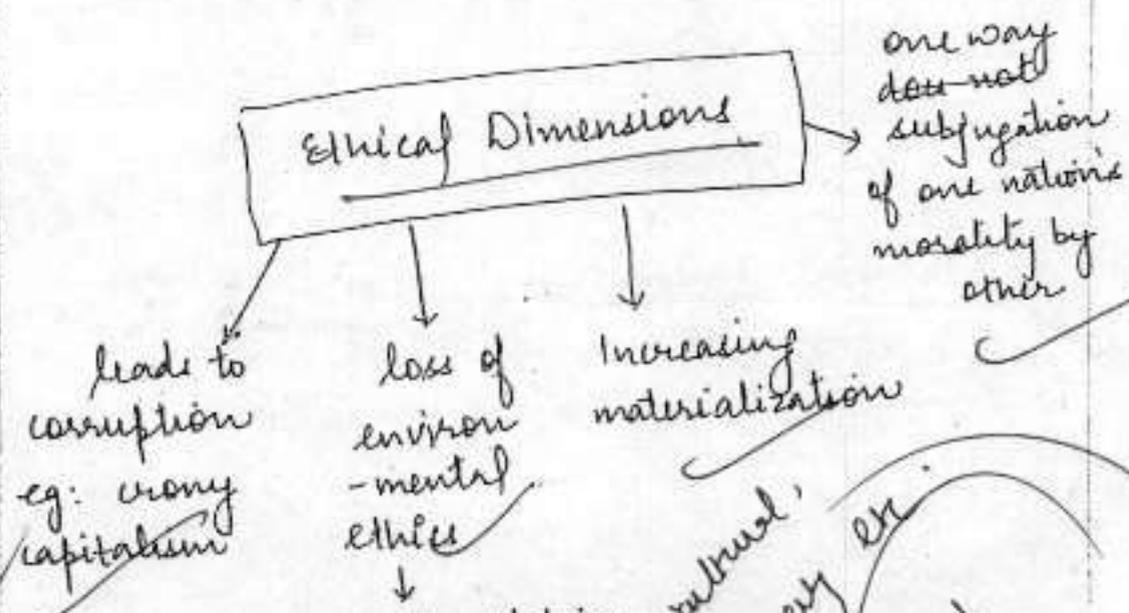
Moral dimensions of Anti development :

is it



Ethical dimensions of anti development :

Summarize it as well.



discuss dimensions of anti-development related to feminism, Human Rights, agricultural subsidies, poverty etc.

(14)

b.) Public choice Theory (PCT) is based upon the tenet of Institutional Pluralism. It seeks to promote the choices people should have while accessing services.

People have economic choices to make in a market economy. They also have a political choice in a multi party democracy. However, due to monopoly of state, their administrative choices have remained limited.

Mishkaner and Anthony Downs have highlighted self aggrandizing behaviour of bureaucrats. Also, owing to Weberian norms, bureaucracy had become irrelevant for fulfillment of people's contemporary aspirations.

PCT ensures multiplicity of institutions providing goods and services. Through such as Private sector, Public private partnerships, Civil society organizations etc.

PCT is a theoretical reality but a practical illusion because:

(12)

Reluctance of governments to pursue de-bureaucratization.

• eg: State govt. appoint municipal commissioner in urban local body, while mayor remains a ceremonial office.

• district collector needs to act as a friend, philosopher, guide to panchayats, yet he has greatly interfered in their functioning.

Disadvantages
Cons of
public choice
approach

Crony capitalism in PPP institution

- reducing efficacy of service delivery
- siphoning off funds
- huge Non performing assets

NGOs remain issues with voluntary organization

- use of funds for anti state activities
- too much of activism hampers overall development
- interference of foreign governments for political furtherance
eg: American NGOs in several African countries

Issues with Media

(16)

• lack real freedom of expression

• unsafe - eg: killing incidents

• Partisan functioning

• Advertisorial news

• Fake news

} Analyse &
Evaluate these
contemporary issues.

The real issue of why PCT remains practical illusion is lack of awareness, demand among people. Also, democracy has confined within electoral participation and active engagement in administration remains absent.

c.) 3rd Minnowbrook conference (2002) highlighted the undercurrents of several global changes. It also evaluated efficacy of New Public Management approach to address emerging challenges. It was realized by the administrative thinkers that in the age of new changes, there is a need of revisiting role of the state.

Blackberg manifesto too emphasized the upon

role of state, which should not be reduced only in the name of efficiency.

However, to address new challenges conventional state would remain wofefully inequipped.

Thus modified state is need of the hour:

• International cooperation

• In globalized world, huge interdependencies have been created.

• counter-terrorism could be ensured with effective cooperation.

eg: - through Financial Action Task Force.

- leveraging multilateral platforms such as - Shanghai cooperation organization, G-20.

• For climate change or environmental concern as well

eg: Conference of Parties, 2015 Paris

• Adoption of Comparative Public Administration

eg: adoption of best technologies; learning from mistakes

• Synergy between government and non government organization.

Assessment of reality the role of bureaucratic organizations.

eg. to address nuclear proliferation.

Non proliferation treaty must engage with
to organizations such as ICAN

(B)

- Proactive participation of citizenry

In the age of rapid changes, no actor can
govern in silos. Thus convergence, with
regulation is needed.

1/2

Ex. of BREXIT, GBRXIT;
Immigration issues.

Q3

- a.) Michael Henry, defined evolution of
discipline of public administration in terms
of locus and focus. The former deals with
'what' of theory while 'focus' deals with
'how' of theory.

Leadership is the ability of motivating others
(MP Follet). It is more about focus because:

- It is an aspect of behaviouralism which
depends on how it is developed. It
does matter on how leader exercises the
authority

Evaluate functional aspects of leadership

Weberian leadership focuses on domination (19)
(As he said, all authority is domination)

While MP Follett focuses on acceptance of leadership. Her leader is situational.

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McGregor on the other hand focuses on leadership based upon the employees.

His managerial cosmology suggests that leadership focus is determined by the kind of workers. Thus, he amalgamated both classical, as well as neo classical focuses.

b) Public administration has evolved remarkably with every new theory of how it should be.

Each thinker has focused upon making the theory of this discipline a universal paradigm. This has led them into debates of public administration being 'science'.

From Webb Wilsonian public administration to contemporary development, the paradigm of discipline does not convey its underpinnings:

— discuss paradigm 1 and 2 in brief

There is no one perfect way to define how practitioners of administration enhance their efficiency.

What might have worked for one country, at one point of time, may not be suitable for other countries. i.e. there is no universality of these theories. } → Relevance

Also, administrators need to assess ground situations and come out with relevant solutions. Theories does not really reflect their functioning.

For eg: In India, recruitment through competitive examination resembles Wilson and Weber's ideas. While training resembles Taylor.

Also, development administration has become quite an intrinsic part. Improvements and reforms are mostly based on comparative administration. 2nd ARC had studied models etc. in other countries to suggest reforms.

Current underpinnings is an amalgamation of all ideas of discipline. Thus evolutionary paradigm is difficult to be found.



c) Budgeting is an important aspect of the management. It is exercised after an evaluation of revenue, and the goals on which it needs to be spent. (21)

In line items budgeting, goals are listed on basis of priority.

In performance based budgeting, success of particular goal determine allocation it would receive.

In gender based budgeting, efforts are made to ensure equitable allocation of resources.

Budgets are based on the larger goal which needs to be fulfilled. It is frag-mented into its constituents and then, accordingly resources are allocated them.

Eg: Goal is → Doubling farmers income by 2022

Budgetary provisions → started operation Greens

Similarly goal of enhancing tax base will have a price tag of rationalization of tax slab and rates.

Analysis needs more rationalization.

d) socially conscious policies aim to ensuring social development. It could be - poverty alleviation or engendered development. (22)

Societies are complex organizations guided by multiple factors such as:

- > history
- > culture
- > beliefs, value system etc.

socially conscious policies thus are complex and can't seek perfectionism.

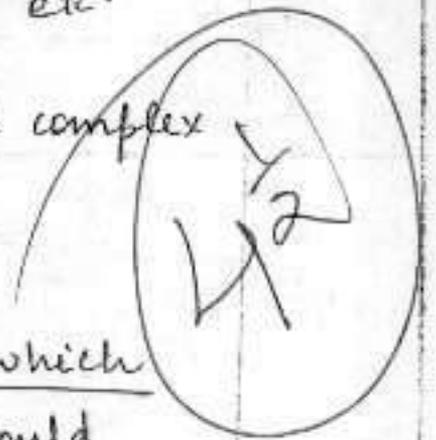
For eg:

Failure of trickle down theory, which believed that economic growth would percolate till the lower echelons. However, such quantitative goals can't bring quality changes.

- For eg. Ignorance of High economic growth often ignores the externalities such as social cost. eg: displacement of people for constructing dams.
- Social divisions and stratification is not included w/in distribution of wealth.

- Highlighted by high number of poor among SC/ST households.

Perfectionist
attitude in
general
sense.



e.) Comparisons as suggested by Wilson are important to understand short comings of administrative structure in one society with respect to other society.

Fried Freid riggs too endorsed necessity of comparisons to ensure administrative efficiency and to truly make administrative theories universal.

However, comparisons should be limited to specific domains.

For eg: comparison between India and Israel becomes multi dimensional and without specific parameters, measurable outcomes are difficult to achieve

However, to suggest that the comparison between agricultural technique and expertise used in the two countries, their tangible outcomes are achievable.

— macro level comparisons are different —
— other factors —
 ↳ cultural
 ↳ social
 ↳ economic

3 1/2

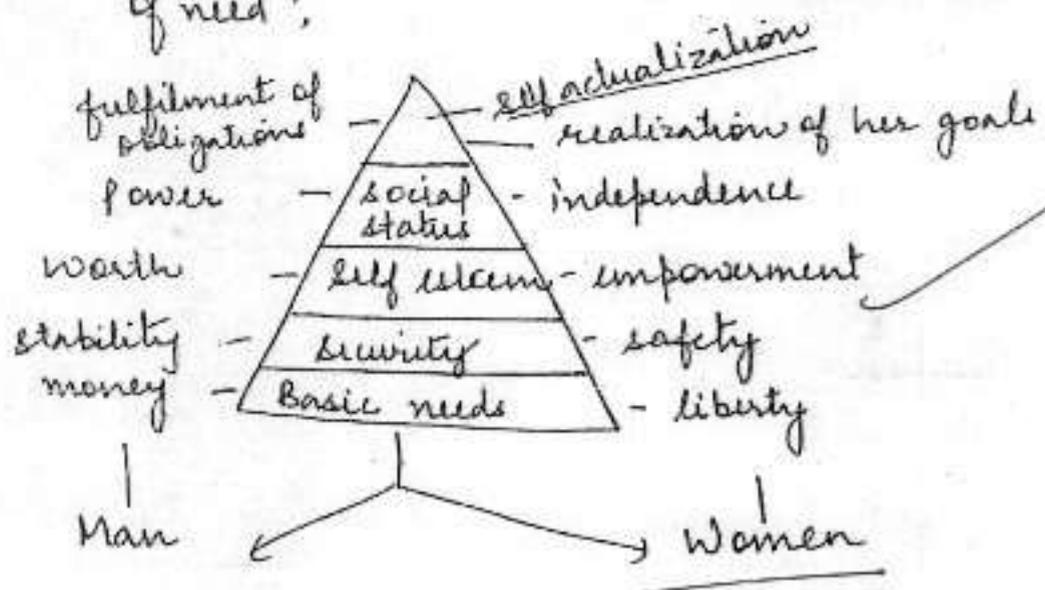
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Empirical analysis w/o the evaluation of plausible factors in value based

a) Behavioural theories deal with aspects such as motivation, leadership, communication, morale etc.

These theories are incomplete without gender component because of the following reasons:

1. Motivation - According to Maslow's hierarchy of need:



Through diagram, the right side shows what these needs mean for women, while left side shows for men

- Similarly hygiene factors and motivators by Herzberg would differ for men and women. (25)

2. Leadership - Patriarchal norms tend to limit women from leadership positions.

- however, if women belong to 'theory Y' of managerial cosmology; efforts need to be taken to give her optimum opportunities to showcase her talents.

- Similarly she must be encouraged lead organization. Here, achievement norms of defracted societies are insightful

eg: women (2) in Indian cabinet
woman as British prime minister,
or German chancellor

3. Morale - a safe, cordial, empowering ecosystem will bolster her morale.

Recent incidents of #MeToo are delirants to her morale.

- As Daniel Goleman suggested, high emotional intelligence is necessary to ensure

— Gouldner, Camilla; Stivari's etc.
such morale. are pioneer in this regard. (26)

Gender is crucial aspect which needs to be addressed in enhancing organizational efficiency. Several initiatives by government holds this idea. For eg: maternity leave, protection from sexual harassment at workplace, etc.

b) The goal of public organization is to further the socio-economic objectives. These organizations aim at improving equity and effectiveness.

Performance based incentives system resembles piece rate system suggested by Taylor.

However it may not be relevant for public organization because:

- it reduces the quality of services provided.
- It may enhance the revenue expenditure thus reducing scope for investment in creation of capital assets.

Q2
The performance evaluation in a public organization is less objective and involves subjectivity. It could reduce serious awarding of incentives. → { Elucidate }

On the other hand, there are some advantages as well:

• It can act as a motivator (Herzberg)

- thus enhancing satisfaction of employees

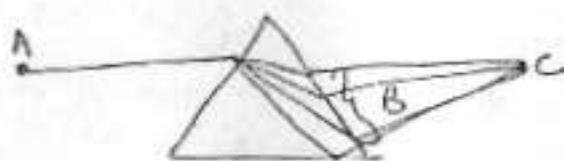
• It would enhance efficiency of the employees

Performance based incentives can encourage innovation and thus optimize resource allocation. However, it may diminish the social, environmental and other aspects affecting functioning of organization.

9) Fred Riggs came out with comparative public administration in order to overcome 'ideographic' or ethnocentric approach of classical thinkers. Riggs was one of the researchers in Ford group and he discovered

that some societies are radically different from American society and therefore classical theory would not be effective there.

Thus he came out with his theory which had following structure:-



- A - fused society
- B - Prismatic
- C - Diffracted

Uni-dimensional
Linear
democratic

The theory suffer from ethnocentric biases because:

- He classified features of each of these societies. Diffracted society represented high degree of development. Riggs considered this society to be American.
- He suggested development as a pattern of progress of society from A → B → C. where again, he highlighted that how other societies need to evolve themselves as American society.
- He also suggested that diffracted societies contribute to the development of fused and prismatic societies. He didn't consider the reverse happening. Indian doctors in US is a contradictory egs.

- He appreciated high degrees of specification and integration in diffracted societies

Economic recession following collapse of US financial system reflect to absence of integration among various regulatory bodies

- He suggested that diffracted societies have high degrees of social mobility and there is less discrimination. However, he ignored discrimination prevalent in these societies
eg: racial impulse in USA.

* Thus, it could be concluded that Riggian sociological model suffer from ethnocentric biases

* He suggested that corruption is a phenomena in prismatic society, however the same is to be found in diffracted society as well.

eg: names of several Americans in case of

- Vocabulary is borrowed from natural sources.
Good!

