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RANK - 18

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Good 105

- Pub Ad test series

①

- a) Development is an extension of growth to a 'qualitative growth'. It's a multidimensional concept which impinges upon overall provision of opportunities, one can utilize to realize his potential.

Development is a process and not an end in itself. It is achieved through setting up of goals and objectives and then adopting suitable practices to fulfill them.

However, it is not a monologic practice, where an organization sets up goals. It however, is a dialogic process. It is about what is demanded and what has been supplied. Both the agents of development are actively involved through the process. For eg. In a country where people are unaware of their rights and privileges, they'd not demand them. The govt. in such states won't bother about providing development.

[Signature]

③
Dynamics of development are encompassing.
For instance: In early years of independent India, the govt. used to treat people as ~~the~~ passive recipients of public benediction. As a result, several development and welfare schemes couldn't be fructified. Now, with much more aware citizenry, they play an active role in demanding development through emerging sources of communication.

has
supplied
input

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→ Emphasis
to be
rather than
details.

> SOCIAL MEDIA

> protests, demonstrations

> through voluntary organisations

> PILs in judiciary

> choosing NOTA option to exercise their electoral mandate

Thus, development is a dialogic process.

b) Administration is the core part of governance.
In order to realize the goals and objectives of the development, to ensure good governance the administration is supposed to learn, evolve and improve consistently.

Techniques of administrative improvement becomes pertinent. O&M (^{Organizations and methods} ~~Operational objectives and~~ management) is a potent tool.

O&M involves the improvements and reforms which could be brought in ~~in~~ ⁱⁿ org. and methods administration uses. For eg.:

In India, ARC is a dept. under Ministry of Public grievances and personnel training.

Although O&M aims at reforming the structure of bureaucracy which aims at bringing administration, it goes beyond mere structural reform.

- i) It looks at the situations comprehensively and comes up with suitable solutions.
- ii) It analyzes the multiple alternatives of reforms and with due relativity of merits and demerits, let an organization choose the appropriate one.
- iii) It leads to improvement in the goal realization.

For eg: ARC in India comes with reports on topics as varied as RTI, terrorism,

financial management, refurbishment of personnel etc.

④

2. The utility of OAM lies more in the way it is ~~is~~ executed which makes reforms comprehensive.

Subject orientation has to be more specific

c) Finance is bloodline of administration.

Kautilya wrote 'Arthashastra', which means 'SCIENCE OF WEALTH'. The treatise has dealt with ^{all} encompassing themes of polity and administration; thus highlighting the centrality of finance in administration.

Finance is important as it enables one of the most important aspect of management i.e. BUDGETING. Gullick and Urwick, through their POSDCORB have well highlighted that.

- Finance keeps the management consistently concentrated upon the goal of growth of organisation and development of people.

⑤

- Finance leads to creation of assets which returns the investment in done.
- It is requisite to pay the 'salary' to all the employees. TALOR has well highlighted the role of adequate compensation as motivating factor.
- To fulfill the 'needs' of people; from basic needs to high order needs.

W 2

* Finance is the cumulation of the value resources have and value they could create for both people within and outside any organization.

d.) Management of an organization involves series of tasks such as planning, staffing, directing, coordinating, budgeting. Budgeting as a tool was realized to overcome the scarcity of resources. Optimum allocation and mobilization of resources enhances efficiency and improves economy of an organization.

In budget separate allocations for varied expenditures are made. Together, these allocations define the goal. For eg. for a company, budget helps in evaluation of revenue of previous time period and accordingly, how much is to be dedicated for upcoming time.

Similarly for a country, it gives analysis of performance of different sectors, evaluate that with reference to the larger goals, and accordingly, press allocations. In India, for eg. the instrument of budget was officially introduced by the Britishers who have gained administrative control after Treaty of Allahabad, 1757.

Budget is more of political and less of an economic instrument. Thus the amounts of allocation differ across sectors with different governments.

~~Budgets identify much with the given statement.~~ Thus, budget is price fixing the series of goals.

Avoid irrelevant information

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2) Budget is an indispensable part of any administration. It allows the management to be done in an efficient, economic manner. There have been several attempts to find an appropriate way to adequately allocate for limited resources to optimize their utilization. No method has been perfect, ZBB (ZERO BASED BUDGETING) was however hailed radical. ⑦

ZBB implies the reduction of amount allocated to a program to zero; followed by rigorous evaluation of the merit of the given program. Only on the basis of impact of program, the further allocations are made.

However, since budgets are political instruments, more of no programs are cut to zero. The administrative department responsible for carrying out certain task tries to ensure to get adequate allocations. For this, they spend the money even at the last push to overcome the prog being reduced to zero.

Exemplify Thus, ZBB has not been radical. In fact, ^② no budgeting technique is radical for they always have political costs. 3

③

a.) There are two ways of classifying personnel within the separate cadres

i.e.

- RANK
- POSITION.

The rank classification accords supremacy to the hierarchical position such as secretary, joint secretary etc. The position classification on the other hand focuses on functional position of a person within the organization such as finance, defence, security etc.

Rank classification is simple for it allows deployment of personnel across multiple horizons. The terms and conditions of service remain similar at a given rank and this ease out the administrative complexity. For eg: joint

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secretary to Ministry of finance will be equally compensated, trained etc. as the joint secretary to Ministry of health.

However, it breeds inequality. It reduces the ~~of~~ different degree of efforts a position requires. ~~It is~~ Not all the functions in an organization require same level of efforts been put.

Also, rank classification, tend to diminish special skills a person possesses.

Other problems of this system are:

→ It ~~reduces~~ increases subjectivity when it comes to promotions and often become a conduit for favouritism, nepotism etc.

→ It promotes 'generalism' but narrow down the utility of special and core skills which are required by a particular department.

Elaborate

→ It reduces efficiency with which person carries out his task either due to lower morale or lower competence.

→ It augments rigid hierarchy and control, giving more importance to rank, which

countries such as India have adopted by rank classification where position becomes secondary. As mentioned, it leads to generalism.

In India, the ^{Govt.} managers particularly (at middle and senior level) have broad, comprehensive view; but lack expertise which is required due to changing dynamics of administration.

Recently, the idea to promote 'lateral entry' has been mooted wherein the govt. has invited fresh recruits at special for a contractual period at mid-management level in fields such as:

- > AGRICULTURE
- > AVIATION
- > SUSTAINABLE MANAGEMENT etc.

which lateral entrants would ensure new ideas, technical expertise, domain knowledge and experience. In the past too, at several levels this has been done. In UK, Singapore, Japan; this

various committees.

Scope of
All-India Service

is already being done.

(11)

The need however, it is to strike a balance between generalist administrators and technical lateral entrants. The generalists could be trained to develop domain based skills, and lateral entrants could be trained for comprehensive view of administration. This way, the problem of rank classification could be overcome.

Recommendation
of
2nd ARC

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- b) The role of government and public administration is even encompassing with increasing complexity and in administration, their modes have seen modification too. The CONTINGENT THINKERS have criticized the classical thinkers of not including the emergency situations in their 'UNIVERSAL THEORY'.

ICT is one such tool which is a product of technology, but that has

become pertinent in governance owing to changing dynamics. Use of ICT has become very popular in ensuring good governance.

(12)

One of the tools to do so is MIS (MANAGEMENT INFORMATION SYSTEM). Through the system several streams of information can be assessed and managed to ensure effective governance. For eg: Mo Finance launched MIS to track devolution and expenditure of funds allocated for centrally sponsored schemes.

MIS ensure:

- > Transparency
- > Accountability
- > Active participation of citizenry
- > Responsiveness
- > Democratic polity

emphasis

Supply

there are manifold ways in which the use of ICT has changed governance in India. Some of the applications are:

- i) PRAGATI → It is a platform which is operated by bureaucracy at various levels. It is directly under supervision of PMO.
- It is used to track implementation of several government schemes and plans such as - Universal immunization program
 - It ensures timely implementation, active governance and real time assessment.

- ii) AADHAR - it is the identification tool.
- Through use of biometric scans such as finger, ~~iris~~ iris scan, it leads to identification of beneficiaries
 - it aims at eliminating the wrong beneficiary and ensuring the reach of benefits (such as DBT) to right

person

iii) Internet of Things - it is the latest technology in ICT which has ensured connectivity

among the things

- ~~the~~ ~~same~~ There are several applications of the technology and could be used in govt schemes such as AMRUT, Smart city, Solid waste management, traffic management, maintenance of public properties etc.

- Using this, the govt of Barcelona (Spain), Seoul (S. Korea) have saved huge money.

iv) BLOCKCHAIN - with the emergence of cryptocurrencies, this online, public distributed ledger have gained traction

- ~~the~~ The issue of 'big data' i.e. bulky data could be tackled by technology such as

Identify the challenges of issue

MLs role in decision making & procedural efficiency

Artificial intelligence, machine learning etc. which can. The technology can identify the required data and then easily allow carrying out of necessary actions.

In the age of 'Data as Oil', it is inevitable that governance should adopt and adapt the ICT.

(15)

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- (4) After the second world war, the role of governments expanded considerably. The challenge started emerging with further spread of democracy. 'DEVELOPMENT' became the comprehensive term ^{for} what governments ~~are~~ are supposed to ensure.

The concepts of development administration started defining the goals and targets for administration i.e. to ensure development.

The 'narrow' aspect of development is linked to idea of quantitative increase. For eg: earlier countries with high per

Infuse thinkers perspective

Schools of thought

capita income were classified as developed countries -

(16)

The 'broad' conception on the other hand involves more of 'qualitative aspects'.

For eg: Mahbub Al Haq, an economist from Pakistan, along with Indian economist, Amartya Sen have designed 'HDI'.

The index includes three aspects to rank countries

- > Per capita income
- > Health
- > Education

The horizon of HDI has been expanding ever since including,

- > Inequality
- > Multi dimensional poverty
- > Women development

The development administration focuses on these ~~aspects while designing~~ policies and programs.

Indian dev. ad. has ^{been} ~~evolved~~ evolving with changed circumstances. During early

- independence, economic growth was touted as development. 'TRICKLE THEORY' ~~it~~ was believed to ensure development. However, with gradual dismal result of such administration, the 'broad' development administration is now followed.
- The administration focuses on quality education and learning outcomes rather than just on enrollment in schools.
- comprehensive health (including reproductive health) ~~it~~ is being focused now.
- Govt. Aims from increased per capita income, to better standards of living with luxury component is now ~~it~~ emphasized. ~~It is also~~ It is also the product of globalization.
- Use of technology has become hallmark of governance. e-Governance, Digital India, cashless economy.
- Promoting access and affordability for aviation (which was earlier a product for rich) through

Information
over-load

UDAM Scheme.

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- Policy development on AI, IoT by MITI Aayog ; use of AI in defence (Defence Production policy, 2018) etc. further highlight the expanding forays into 'Broad development'.

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- b) Independent India was characterized by a central led, planning based economy. Planning commission and NDC used to centralize the financial relations. The prominence of state, reduce the role of market. The devolution of funds to state government was restricted and so the latter's autonomy to raise funds.

However, with globalization, it was realized that centralization has reduced 'bottom up approach'. LPG, ~~as~~ reforms not only reduced the centralized ^{planned} approach but also ensured a cooperative, multi stakeholder ~~sector~~, and intersector economy.

→ Discuss Central-State financial relations in concept note

Impact of some of the reforms are:

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- i.) GST - introduction of GST has ensured 'COOPERATIVE FEDERALISM' by giving
- the states adequate power and role in decisions related to GST indirect taxation
 - it has done away with inter state barriers, restrictions, increased tax liability etc.
 - Being hailed as one of the greatest reforms, it has ensured:
 - > Improved ranking in EASE OF DOING BUSINESS index
 - > increased sovereign credit rating

Needs clarification

ii) FRBM

- fiscal deficit is one of the concerned issues as it reduces govt's ability to spend for development, increases inflation and leads to crowding out of private investment

Expand

- NK SINGH panel recommendations
have ~~ensured~~ separate as well as
consolidated fiscal management of
centre and state.

iii) MITI Aayog - Planning commission was a
bureaucrat led, centralised,
top down policy design
institution

- with liberalized economy, it
failed to deliver the needs and ∴
MITI Aayog was set up.

- It is experts, technocrats & led,
decentralized institution

- Instead of plans, it comes out with
short, medium and long term
VISION.

- It allows equal states participation,
invites experts and academic opinion
and engages with international expertise

Be specific in interpreting
language
of questions.

All the reforms have tried to ensure harmony between centre and states. However there are some perpetual issues such as

- > Finance commission recommendations
- > Dividends of PSUs
- > ~~royalty for natural resources etc~~

which need to be resolved. SARKARIA commission, ARC report on financial management have detailed that out

SECTION B

(3)

- a) In the late 90s, almost all third world countries had to liberalize their economies. After their decolonization, they took loans from Bretton woods institutions and gradual conditionality of loans made these countries to open their economies. ADT criticizes the development, as a product of not only globalization, but

'Americanization'. They have proposed that dev. is but a manifestation of American hegemony.

Their accusations are not limited to theory, but have shown in public administration:

- loss of electoral victory after reforms in several countries including India
- The leftist parties, in particularly highlighed miseries of farmers and workers due to influx of western goods, promotion of 'FIRE & FIRE' employment, 'CASUALIZATION OF LABOUR' and increased farm distress.
- conservative factions criticized development as an attempt of cultural subjection.

The dynamics of west changed in several countries owing to their resentment to development. Nevertheless, some countries openly accepted development, not as Western dominance but as global integration.

Western is to
Model contrasted.
Be specific
in theme

2

b) Budget is the system of management of finances of any organization. There are 3 aspects of budget.

- > ECONOMIC
- > ACCOUNTING
- > POLITICAL.

Out of all, political aspect is predominant. Through budgets, govt allocate funds to different sectors of economy and social development. The pattern of allocation however changes with the govt. Some instances supporting same are:

- i) In US, during Reagan administration, the MM and neoliberal philosophy was prominent. The budgetary allocation moved towards economic facilitation such as reduction of corporate tax.
- ii) In India after 2014, there has been a subsequent decline in allocation of funds towards MGNREGS which was a scheme of previous govt. On the other hand,

-the taxes were reduced significantly.

iii) In order to overcome agricultural crisis, this year budget has introduced plethora of schemes and allocations for agriculture such as

> Increase in MSPs

> Operation green

> KUSUM scheme etc.

iv) Similarly, to augment the higher education, separate funds under HEFA have been allocated.

thus, it could be said that budgets are political tools of social change.

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c) Public policy is a bridge between goal of government and resources. it possess.

Public policies are designed by the governments considering values. As

WOODROW WILSON, MAX WEBER have highlighted, that political questions form the rationale of public policy.

~~Various paradigm of public policy such as~~
~~incrementalism~~

incrementalism (one of the paradigms of public policy) has highlighted the models which reflect political will to bring in effective governance. For eg: policy designed under 'ELITE-MASS' model (WRIGHT MILL), would reflect dominance of interests of elite group on public policy.

DISCUSS
↓

→ arena of power
 → David
 → Easton's Approach

Political will doesn't allow revolutionary public policies for - the fear of ^{bec} outright rejection. Thus, there is an element of slow changes. Public policies are nothing but translation of political party's manifesto into action. Consequently, these reflect political will which is inherent in electoral consequences.

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- d) - the discipline of public administration, has undergone series of evolution. Thus there are several 'locus' and

'focus' of the administration, highlighted by (HENRY). These are; (26)

1920 → classical thinkers; locus & focus (L&F)
- universalization
- of theory

Relevance

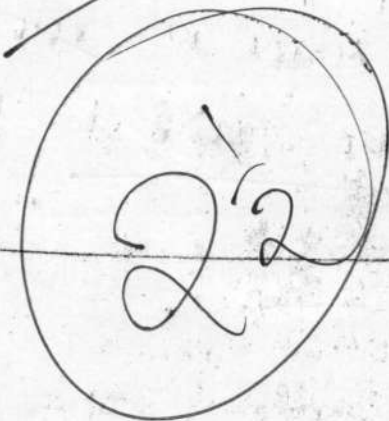
↓
criticism of classical thinkers - (L&F)
- emergence of
human relation and
behavioural thinkers

↓
Existential crisis, "of absence of consensus
upon nature of administration as 'science'
or 'Art'.

Most of the public administration thinkers
distracted to other disciplines such as management,
economy, political science.

Political thinkers then led to design of
several models to highlight relevance of
public administration as public policy.

Content
has to
be relevant
with
scope.



~~Various paradigm of public policy such as incrementation~~

incrementalism (one of the paradigms of public policy) has highlighted the models which reflect political will to bring in effective governance. For eg: policy designed under 'ELITE-MASS' model (WRIGHT MILL), would reflect dominance of interests of elite group on public policy.

Political will doesn't allow revolutionary public policies for the fear of being outright rejection. Thus, there is an element of slow changes. Public policies are nothing but translation of political party's manifesto into action. Consequently, these reflect political will which is inherent in electoral consequences.

d) The discipline of public administration, has undergone series of evolution. Thus there are several 'locus' and

'focus' of the administration, highlighted by (HENRY). These are; (26)

1920 → classical thinkers; locus & focus (L&F)
- universalization of theory

↓
criticism of classical thinkers - (L&F)
- emergence of human relation and behavioural thinkers

↓
Existential crisis, "of absence of consensus upon nature of administration as 'science' or 'Art'."

Most of the public administration thinkers detracted to other disciplines such as management, economy, political science.

Political thinkers then led to design of several models to highlight relevance of public administration as public policy.

- e) Classical thinkers have been criticized for their lack of focus on policy designing, decision making. SIMON'S theory falls inadequate for it has not focused upon decision implementation.

Public policy or science assumes importance of three comprehensive aspects such as, policy design, implementation and benefits.

The method adopted by policy makers impact the intent, goals and thus shapes the policy process. Two paradigms are:

> INCREMENTALISM

> RATIONALISM.

Owing to inadequacies of the two, a mix of them i.e. STRATEGIC paradigm emerged.

The other important stakeholders of policy are -

> GOVERNMENT which could be

(a) Authoritative

(b) Democratic

> People and their role

> Institutions; such as,

Think Tanks (DROR)

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The implementers of policy are play crucial role in defining success of policy. Various models for the same are:

> Endless learning

> NPA

> NPM ; institutional pluralism

> MPS ; which involves combination of NPA, NPM (Denhardt & Denhardt).

The last but not the least are the beneficiaries. In today's complex administration, the citizenry is not a passive recipient of public benediction, but an active agents in all process of

- policy design

- " implementation

- " evaluation.

Thus, Policy science unlike predecessor public administration theory is a comprehensive concept

Discuss various models.

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6.

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- a.) After subsequent identity crises faced by the discipline of public administration, the political science thinkers along with public administration thinkers came out with PUBLIC POLICY.

There are two paradigms of Public policy. Incrementalism was given by political science thinkers.

Some models under the paradigm are:

- a) ELITE MASS MODEL - Wright Mill

→ It suggests that society is divided into,

- > miniscule elite
- > majority masses

→ The elite significantly influence policy making and bring in incremental reforms to:

- > prevent rebellion by masses
- > secure self interests

- b) GROUP MODEL - Bentley

→ This suggests that there are specific groups (Pressure groups, lobbies)

influencing policy making -

→ eg: corporate lobby, trade union, farmers' group etc.

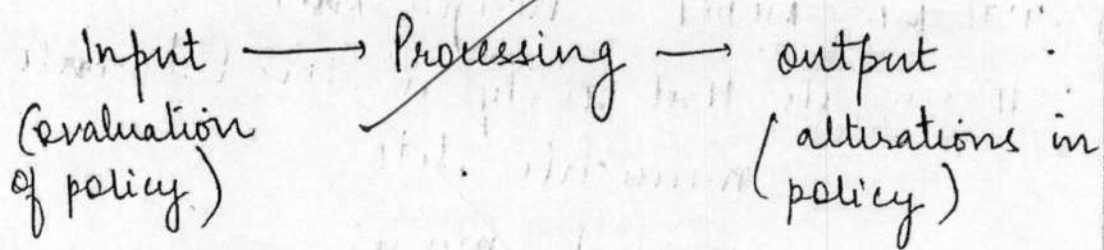
(30)

c) INSTITUTIONAL APPROACH - RIGGS

→ Several institutions, such as legislature, executive, judiciary, NGOs, media, corporate etc influence policy making

d) CYBERNETICS - DAVID EASTON

→ It works on feedback mechanism.



e) ORGANISED ANARCHY

- In this every stakeholder, institution is believed to work separately but towards same goal.

Incrementalism is a reflection of conservatism, as it promotes only gradual changes and sustenance of status quo.

there is also an institutional inertia because there are several inst. playing role in design of single policy.

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It is also reflective of novelty avertedness because of lack of rationality. There is pre dominance of 'BEAGLE FACTOR' which leads to an 'ivory tower' attitude.

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b)

- i) The idea of neo-institutional model got prominence with the emergence of neo right philosophy, following

Minnowbrook conference.

Neo-institution is a deviation from websterian bureaucracy. Unlike the dominance of political executives and bureaucracy; Neo inst. promotes role of multiple new institutions.

In 1950s, the PSEs in US failed to overcome the market failure. There was economic and social crisis in the country.

In the wake of it, this, the idea of institutions such as following emerged.

> Private sector, regulated

> CSO, NGO

> Media

The role of govt was now defined to regulatory purpose. The most invincible dimension of the new institution, is enlarged role of citizenry.

ii) India is often cited as an eg. of organized anarchy. In such a system of administration, the different institutes, such as legislature, executive, judiciary work towards same goal. Nonetheless, there is loose coordination among them, leading to anarchy. All the institutions

work according to constitutional principles and ideals and \therefore there is state of organization.

~~Similarly~~, in ~~the~~ 2007-08 financial crisis of US is attributed to the failure of regulatory bodies to ensure 'organization' among private sector financial institutions. Though, there were more than thousand such bodies, yet anarchy prevailed.

Organized anarchy is an important institution of policy design. However, the policies are always incremental in nature i.e. they allow only gradual changes.

In short, organized anarchy is lack of coordination among different agencies.

iii) Mixed scanning model, refers to evaluation of policies for the purpose of feedback. The feedbacks in turn become inputs for the policy design.

This requires an understanding of the ground situation and finding required inputs. These inputs then need analytical view from point of view of relative merits and demerits. And, eventually, the modifications are made to the ~~for~~ existing policy or new one is introduced.

In rationalist paradigm, Dyer suggested role of special academic institutions such as Think Tanks to carry this task and give suggestions to bureaucracy.

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PUBLIC ADMINISTRATION

TEST - 05

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