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**SAMEER SAURABH**

**RANK - 596**

**PUBLIC ADMINISTRATION**



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**PUBLIC ADMINISTRATION  
MOCK 1 (PAPER-1)***Time Allowed: 3 hrs.**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.

Name Sameer Sawal

Mobile No. \_\_\_\_\_

Date \_\_\_\_\_

Signature Sameer Sawal

1. Invigilator's Signature \_\_\_\_\_

2. Invigilator's Signature \_\_\_\_\_

REMARKS

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## SECTION-A

1. Write short notes on following in about 100 words each. (12.5 × 4 = 50)

- "Collective bargaining as was undermined, through the application of differential piece rate system".
- "Informal organizations coexist with the form, in fact conditions and revitalizes it".
- "Weber could have conceived a hybrid between structural idealism and informal humanism".
- "Taylor's scientific management may not have been relevant today, but Taylorism surely is".

This criticism was basically put forward by labour unions and socialist thinkers

Prof Hone, socialist thinker said "Taylorism and Unionism is mutually antagonistic" i.e. both can exist at same time.

Differential piece rate system (DPRS) promoted 'atomistic bargaining' i.e. every one is single to bargain its price for work.

DPRS introduced productivity based compensation. This has led division between worker as high performer and low performer. Hence created division ~~in~~ in collective bargaining

• Workers who start getting high wages due to higher productivity liked Taylorism whereas others took it as punishment.

Hence on this Cramsci said "

Taylorism is vulgar economics to divide labour class"

Due to above features DPRS has shook the foundation of collective bargaining.

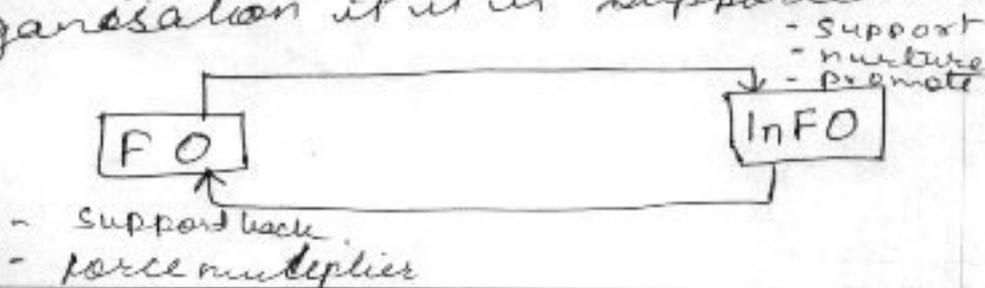
6) First reference of informal organisation as an important feature came from MP Pellet ~~who~~ <sup>which</sup> ~~he~~ was further refined by Barnard.

Pellet argued that informal organisation is obvious reality in organisation which is basically a human grouping.

This ~~is~~ view ~~is~~ was expanded by Barnard in his "Functions of Executive" book.

where he said that "formal organisation is artificial, whereas informal organisation is natural", this signifies the importance of the same.

He put forward the view the informal organisation supports the formal organisation if it is supported back.



Remarks

This means that informal organisation will technically a support system of formal setup.

Barnard has given method to make informal organisation supporting formal system.

- I) Inducement Contribution equilibrium
- II) Zone of Indifference
- III) Acceptance of authority
- IV) Two-way communication

By having above feature an organisation can reap the benefit of informal organisation.

c) Weber had given the "Ideal Theory" for big organisation to ensure, legality, rationality and objectivity.

But in process of it he had made his theory structural by.

- i) Complete rationality without value
- ii) too much hierarchical.
- iii) Role of instrument to bureaucracy
- iv) Rule bound.

This theory could have made more humanistic by.

- \* Promoting two way communication
- \* emphasising constitutional ideals.
- \* rationality but not value free.

In fact Weber himself was of the view that his ideal theory can fail to realise in reality. So he put forward features like

- i) Kollegialität
- ii) Direct democracy.
- iii) Amateur administration
- iv) Division of power.

- Along these feature would have
- \* promoted two way communication
  - \* less hierarchical ..
  - \* more relaxed and humanistic

Hence whether it had given proper view of safeguard feature he had given and included in its main theory, then it could have given a hybrid between structural idealism and informal humanism.

d) Taylor's scientific management can be conceived as the part of larger concept of Taylorism.

How Taylorism scientific management is not much relevant but Taylorism is

1) Differential ~~per~~ piece wage plan is can't be implemented as it was this has been imposed as performance related pay concept which is Taylorism

11) Emphasis on economy, efficiency and effectiveness as conceived by Taylor in "Scientific management theory is not possible especially in public service but that concept has been reformed and made possible by name Liberalisation, Privatisation and Globalisation where State, private sector coexist

11) Taylor's emphasis on structural aspect like hierarchy, standardisation, work study which is also part of Taylorism is still prevalent. For example O&M division in India perform work study about department's work.

12) Management by Objective by Peter D. Drucker is followed in modern era. It was basically improvisation of finding one best method. Hence Taylorism still exist even though scientific management does not

*Remarks*

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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 is not the entire good governance". Discuss the fall outs of e-governance initiatives in India. (200 words)(20 Marks)

Constitutionalism is defined as the limiting force which restrict the government of the day from abusing it.

~~And~~ Administrative law as per Dicey is a that segment of law which provide the status and liability to the officials and rights and responsibility of the citizen.

By the above definitions it becomes that administrative law restrict the power of government officials and made them responsible to citizen. The very objectives of Constitutionalism.

For example :- In India Prevention of Corruption Act is an administrative law which prevent government official

Remarks

from using their power for self and harming public interest. This implement constitutionalism principle of honesty, integrity, ~~and~~

Weber in his "ideal model" too emphasis on legality, rationality and objectivity to achieve the aim of State rasion. This is what constitutionalism stands for.

- Constitutionalism enforces rule of law in the society where both government and citizen has its own share of responsibility. This rule of law is enforced by having administrative law.

Hence we can say that constitutionalism is political-philosophical term which is realised by having administrative law in place.

b) Governance is an act of serving society by bodies of civil nature, Government, ~~or~~ NGO or even by international organisations.

Whether governance is a neutral term ~~or~~ or not can be decided by the way we take governance.

If we go by literary meaning where it's an act of organising social factor like human resource, economic factor like material, finance etc or political factor of administering the citizen then it will be ~~not~~ neutral.

But alone is not correct manifestation of governance. Governance by its very word mean good governance :- A value laden, compassionate and serving act for bringing, prosperity, equity in society.

Remarks

As per this broader definition and World Bank's feature of "Good"

governance is

- Political liberty
- Independent judiciary
- Poverty alleviation thinking.
- Pro poor governance.
- Inclusive growth
- Environmental protection

These are the 'must' having features for governance. And these features are value laden.

Hence we can say that it's wrong to say that governance is value neutral concept.

c) E-governance as defined by 2<sup>nd</sup> ARC in its 11<sup>th</sup> report as "Use of ICT ~~for~~ at all level of a government for expediting, improving and fastening government service to the citizen"

• E-governance is just a ~~new~~ method to improve the service delivery and can't be taken as all about good governance.

• As said "E-governance is tool for enhancing the capabilities of good 'old' governance" i.e. Old method of governance will remain the basic structure for providing good governance. Merely E-governance will just fasten and optimize it.

• P. Dunleavy who had given the concept of digital era governance has also warned of the fact that digital era governance can bring change positively only

When the basics of governance is for achievement of goodness.

In this context, India has faced some of the fall outs of e-governance.

1) DBT Scheme recently implemented in PS-PDS has increased the problem of old and disable citizen as now they have to go to bank first, receive fund and then go to PDS shops.

2) Until and unless digital literacy is high, a country with e-governance will be non inclusive as major part will not be able to reap the benefit.

3) Other fallouts is infrastructural gap. Urban areas more or less has infrastructure but remote villages still doesn't have infrastructure hence it will only increase rural-urban divide.

4) Lack of trust due to recent fraud of SBI Debit card also fears people

Remarks

to go digital.

5) E governance has one critical problem.  
i.e. it doesn't have feelings and hence  
problems of citizens facing specific problems  
or deprivation can only be served by  
~~understand~~ understanding them.

Hence e-governance is good initiative  
for improving governance but it must  
~~supplement~~ complement good old  
governance, not replace it.

Remarks

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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)

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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)

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## SECTION-B

5. Write short notes on following in about 100 words each:

(10 × 5 = 50)

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

↳ Leadership is the virtue by which one gets acceptance by his subordinate and his orders are complied.

Leadership can be assumed as more focus driven than locus driven

as>

- i) What leader achieve is more important
- ii) How its leadership style changes in changed situation to achieve objective is important
- iii) How he manipulate men, machine material to get objective is leadership

So by above it is more about the 'focus' of leader which is important

Remarks

But this is just half a picture as

- 1) leader can't be authoritarian to get its objective as it is counterproductive in long run.
- ii) leader's locus i.e. how he exercise its power is important. Rather than positional power he should use personal power.
- iii) How it progress with the objectivity keeping need of both organisation and worker's real leadership

So we can say that leadership is proper ~~both~~ balance of locus and focus. and not just either and or.

- 6) Evolutionary paradigm of Public administration started only 131 year ago but it has undergone much changes.

Remarks

Due to this changes those early concepts has much less relevant in today's public administration for example

- i) Dichotomy of early 'Public administration' is now rejected in its original form.
- ii) Seeing public administration as managerial <sup>was</sup> promoted in 2<sup>nd</sup> and 4<sup>th</sup> paradigm has now modified to co-governance.
- iii) Treating public administration as co-equivalent of political science as conceived in 3<sup>rd</sup> paradigm has now become networked governance and less government.

Reason for such change .

- i) Interdisciplinary effect has change public administration concept in 1987 to 2000s
- ii) changing global environment and evolving concept ecology has made public administration diverse and

not strictly defined.

iii) Changing requirement of the society and evolution of new ways of governance like e-governance, global governments has change the problems set for public administration.

Due to above changes public administration has also changed and less evolutionary paradigm <sup>is found</sup> in present paradigm of public administration as good governance.

c) Wildavsky has correctly considered ~~public~~ budget as series of goals with price tags attached.

Every policy of government has some price and budget is also one of the policy of government.

Remarks

Realisation of budgetary target  
 allocation of resources :- Men  
 Material  
 Capital  
 all these three resources has some  
 price.

In broader dimension budget has  
 socio-political prices too apart from  
 economic prices.

Social prices :- Allocation of more fund  
 to health sector to but reducing fund  
 to education sector will improve health  
 but decrease productivity of personnel  
 • Hence its a social price paid

Political prices

Allocation more funds to SC's, ST's  
 but less to other deprived section  
 who will lead to political price  
 paid by government by low votes from  
 those community

Hence budget too being socio-economic  
 tool has socio-economic prices

Remarks attached with it.

d) Perfectionism is the policy where major emphasis is given on those who are already able. It's a non-egalitarian policy.

Perfectionism ~~to~~ justifies this policy as.

1) It reduce wastage and promote effective use of resources by those who can use it ably.

2) Socially conscious policy leads to populist and favoritism

3) Every one will get impetus to become perfectionist as socially conscious policy promote being poor and deprive

4) Best should get the best. It's only the justice.

But these argument by perfectionism doesn't have much merit as

1) Said trickle down of benefit

Remarks

never happens.

- i) Poor people ~~as~~ until given least can never get opportunity to excel.
- ii) Positive discrimination is necessary in society where deprivation is very high.

Hence Country like India rejected perfectionist theory so that

- i) Every one gets opportunity to develop.
- ii) Equal treatment not but equitable treatment is ethical.
- iii) National resource belongs to everyone hence used by everyone.

This will make social equal in real sense and not by justification of perfectionism.

e) Comparison based evaluation is one of the policy that are followed to evaluate personnel performance.

- 1) It helps in ranking every personnel
- 2) It helps to decide compensation as per attribute
- 3) to find out attributes required.
- 4) Induces sense of competition among personnel and hence increased productivity

But when this comparison is over stretched, it may create problem of measurability as.

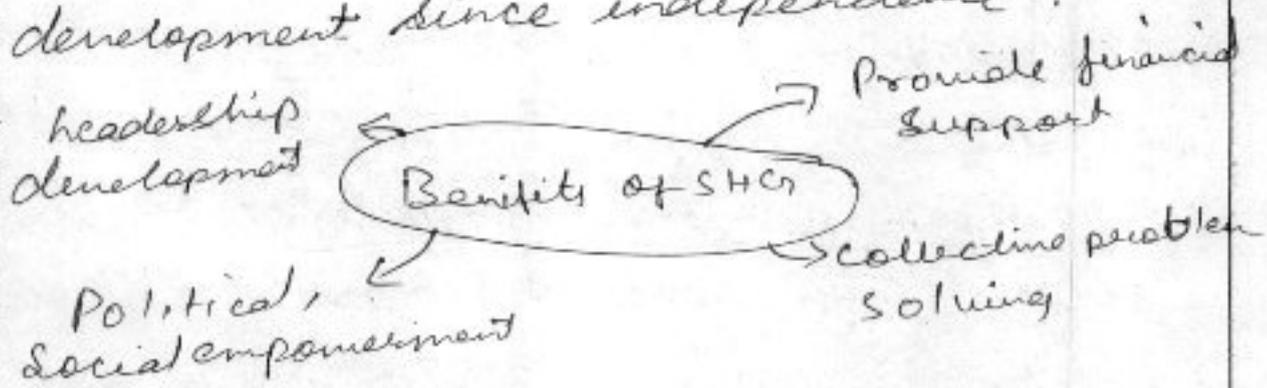
- 1) Different attributes like, punctuality, willingness, committed work, efficient work has different value for different evaluator and hence subjective.
- 2) Different person has different capability. It is ~~organisations~~ <sup>organisation's</sup> responsibility to organise them correctly. Hence bad organisation is not personnel's mistake
- 3) Quantification of all attributes is not possible especially in personnel as public servant.

Hence comparison is good method to appraise employee but over stretching leads to problem of measurability of performance.

Remarks

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)

'Self help group' has been conceived as the viable model of socio-economic development since independence.



### Problems of SHG's

#### Social Problems

- i) Lack of hand holding for initial period of growth
- ii) Women faces societal problems like male members not allowing for such group.
- iii) Elite capture is another problem of SHG's.
- iv) Overburden of house hold work that

Remarks

they themselves neglect it'

### Economic problems

- i) Even after NABARD - Bank - SHG linkage program, SHG finds it difficult to get loan.
- ii) No one is able to decide how to spend this funds for productive work.
- iii) Lack of managerial competence to efficiently manage the account.
- iv) Un economical spending leads to debt trap.

SHG faces other major problem of cultural biases -

- i) SHG are generally formed by poor people of lower caste, they are prone to upper caste dominance in group.
- ii) Women SHG's are not encouraged and if they forms then problem of using it as male proxy to get loan.

Remarks

iii) Since poor people doesn't have managerial capability, they are forced to appoint learned person which makes their group vulnerable to elite capture.

Hence SHCs is no doubt a good beginning but it needs to be properly guided to achieve intended goal.

b) New public administration concept developed at Minnowbrook conference I in 1968 had put forward the concept of relevant public administration.

But in effort to make public administration (PA) relevant they forgot to define the "How" part.

1) They promoted that PA should be change oriented, established equity, be relevance and value laden but How to achieve it was not elaborated.

2) Again NPA promoted that bureaucrats should be ~~giddy~~ gutsy, value laden but again missed 'how' this feature can be realised in real world.

3) Completely criticised dichotomy.

Only after Mirrowbrook conference II in 1988 it became clear that how to achieve above object.

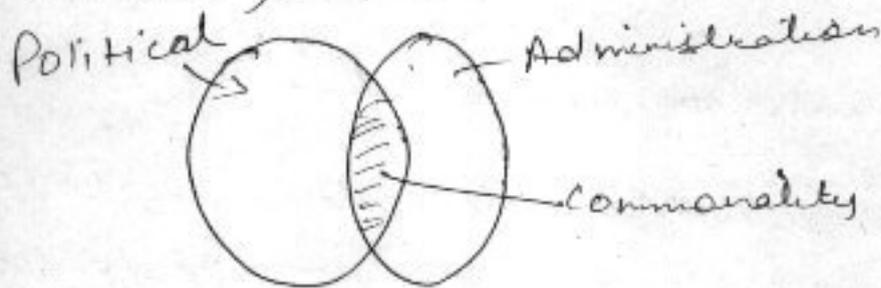
1) Relevance, change, equity and value laden administration can be achieved by.

- i) negotiating skill
- ii) persuasive skill
- iii) Demonstrative skill

of the bureaucrats.

2) It also made clear that above 4 goals can be achieved as distant goal and near term goals should be 'good governance'.

3) It also took paradigmatic view that dichotomy of some degree is essential



Hence we can find from above fact that NPA in Mirror Brook (MB) I has just given 'what' for PA and only MB II has provided the how part of the above what.

Remarks

c) Post modernism theory promotes:  
Content relevance public administration

How it promotes <sup>Heterogeneity</sup> ~~rationality~~

- 1) Promotes what is ~~its~~ relevance to the society should be accepted. Hence tactical acceptance to heterogeneity
- 2) It accepts that governance should be value laden.
- 3) It criticized impersonal or value free approach of public administration
- 4) It also promotes policy indulgence for administrator

How alone ~~to~~ threaten rationality

- 1) It promotes populist, appeasement in place of rational decision making
- 2) It leads to policy adhocism, arbitrariness when administrator will indulge in policy making.

Remarks

3) Value laden concept is prone to be misused by the administrator for personal benefit in the name of value laden decision.

4) Lack of impersonality which promote corruption and ~~also~~ abuse of ~~discretion~~ discretion.

Hence post modernism celebrates heterogenous society but put rationality in threat this can be solved by.

- e-governance
- setting precedence for any action
- reducing discretion
- balancing value laden and rational public administration

B Above solution ~~will~~ will keep good features of post modernism and rational judgement in equilibrium and 'balance'.

*Remarks*

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)

Behavioural theory was developed in an effort to remove the drawbacks of both classical theory and human resource theory.

Behavioural theory emphasises that human behaviour is must to be studied for getting economy, efficiency and effectiveness in organisation.

But even in this concept of "human behaviour" there is another level of segregation based on gender.

Both gender has its own share of problems, and hence need to understand separately.

For example :- In India we have concept of maternity benefit for

Remarks

to women, which is specific need for women and must be accepted by behavioural theory.

Treating every human as equal will be gross injustice, there is need to be equitous to treatment.

Crender component makes the behavioural analysis complete. It gives complete analysis of different category of human and their specific need.

Thus only when 'Crender component' became a part of behavioural theory, the behavioural learning of human resource could be called complete.

6) Performance based incentive as promoted by several NPM thinkers for imposing the accountability of the government servant.

No doubt it's good concept as

- It promote competition for excellence.
- It promote efficient service delivery.
- Maintain economy and effectiveness.
- Incentivise good work and punished 'Shirking'.

But this concept of good governance has certain problem when it is applied on government service because

1) Many government service or work can't be quantified. For example effort of DC in a flood ravaged area is difficult to quantify.

2) For performance related incentives Key result area and key performance

Remarks

indicator needs to be devised for evaluation. But this is very difficult as the work of public servant <sup>frequently</sup> changes and has variety of work.

3) Public Service is Value laden concept which is not fact driven and ~~hence~~ quantifying values will be difficult.

4) Performance based incentives may in fact be disastrous as it will lead to "target mentality" where objective would be just meeting target and not about quality of output.

Hence performance related incentives is good concept and also suggested by 6<sup>th</sup> pay commission but this can't be whole evaluation and compensation practice.

Remarks

Q) Riggs was foremost CPA thinker who put forward the study of ecology for correct analysing and formulating the policy for every region.

But his theory faced flak from several thinkers particularly from third world thinker for its ethnocentric bias i.e. having "white man superiority" concept.

2. CPA ~~was~~ was basically neutral evaluation of ecology but Riggs evaluation was non neutral as it put all features of 'Sala' society like heterogeneity, formality and overlapping as bad. But in reality even these features can be good. For eg. providing food subsidy or varying reservation based on religion, caste is necessity of India

2) Riggs has taken USA as datum and ~~for~~ then evaluated other nation which was itself wrong as ecology of USA and ecology of other country is different and hence can't be compared as per other.

3) He found all features of western world as optimum. But in reality even in USA problems of racial profiling, racial slur are common.

4) Riggs was having feeling that being a developed nation what ever the feature or policy it has is best but in reality only under developed nation can understand the importance of Heterogeneity, overlapping and formality. Crozier has said that "Overlapping Sometime promotes healthy competition".

Hence ~~it~~ its wrong assumptions by Riggs made ~~his~~ his theory

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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) "Discuss the process theories of motivation and their application in modern day administration". Use some contemporary models for the same. (150 words) (15 Marks)

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