

TEST CODE : 5 3 5 5 1

FIAS - ATS2022 - PA #1



PUBLIC ADMINISTRATION (OPTIONAL)

Name Of Candidate	KETKI BORKAR		
Roll No.		Date:	23/07/2022

Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION	
Q. No.	Max. Marks	Marks Obtained		
1			1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).	
2			2. There are EIGHT questions divided in two Sections in the question paper. Question 1 and 5 are compulsory. You can attempt any THREE out of the remaining. Choosing at least ONE Question from each section.	
3			3. The number of marks carried by a question/part is indicated against it.	
4			4. 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.	
5			5. Word limit in questions, if specified, should be adhered to.	
6			6. Content is more important than content length.	
7			7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.	
8			<i>Any specific messages for ForumIAS Mentors/ Evaluators with respect to your copy? Write it here.</i>	

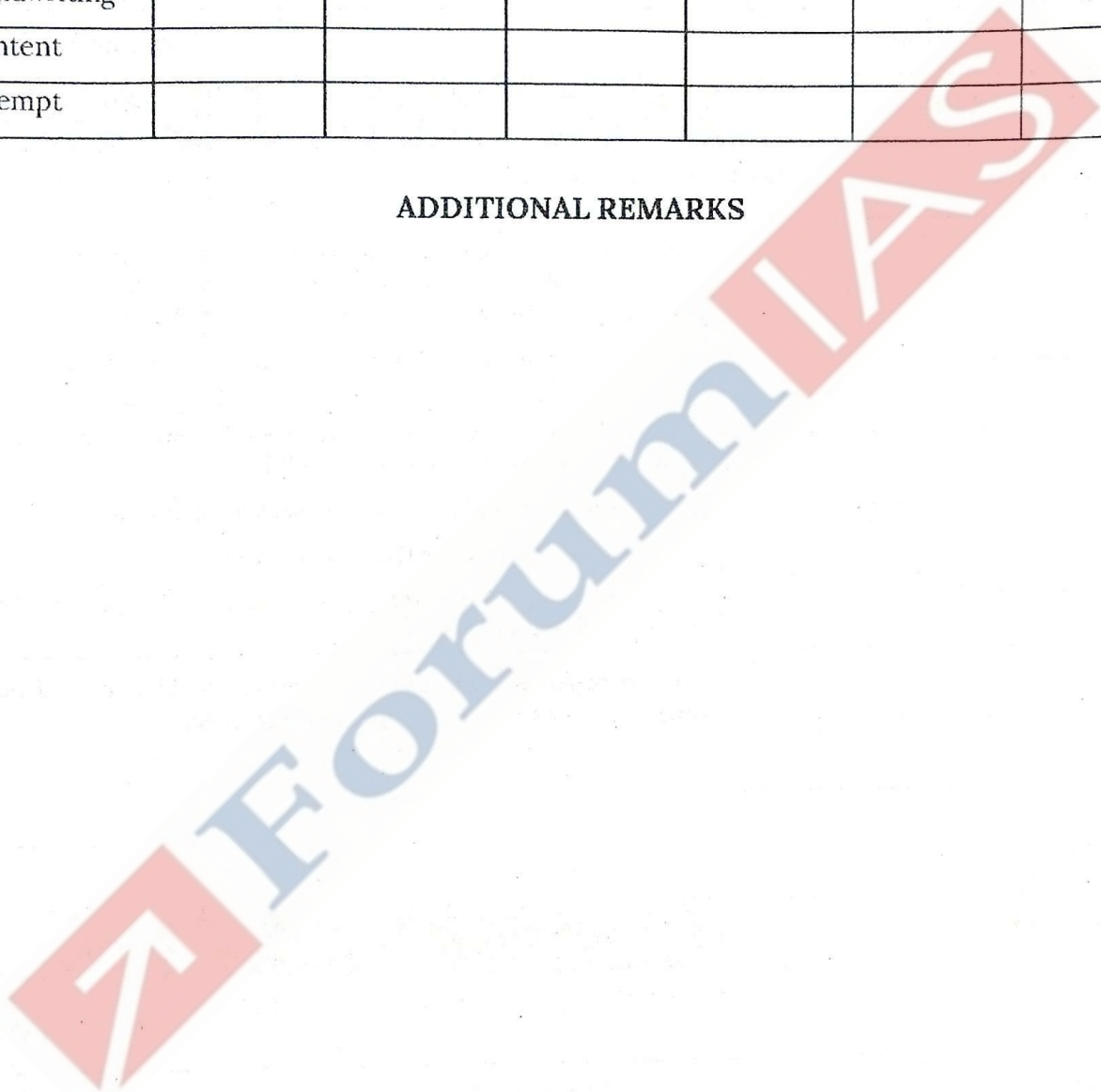
Total:	250			
Evaluator's Discretion:			For Student Only	
			Start Time 1:00 pm	End Time 4:15 pm.
Total Marks:			Mode Of Examination:	Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>
Evaluator's Discretion: This is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.			For Office Use Only	
			ECN CODE:	EG:
			Evaluation Date:	

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Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings – 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL REMARKS



Section- A

Q.1) Answer the following questions in about 150 words each: (10*5 = 50 Marks)

a) Though there are certain points of similarity between the public and private administration yet no private organization can ever be the same as a public one. Explain. (10 Marks)

Lytick and Weisich famously re-marked that administration is administration and principles are principles, meaning whereby that administration goals are same irrespective of public or private organisation and common principles can guide all types of organisations.

Similarities between public and private organisations -

(i) Both are human collectives that use techno-economic resources to achieve organisational goals.

(ii) Both function in a dynamic environment that constitutes changing technology, customer preferences, competitors, government policies.

However, private organisations differ from a public one as follows -

(i) Private organisations have profit as a motive whereas public

organisations focus more on public interest.

(ii) Private organisations are more business oriented vis-a-vis service orientation

(iii) The former raises its own monetary resources and the latter is funded from public exchequer.

(iv) Private organisations have less evolved accountability mechanisms than public organisations.

Thus, private organisations can never fully be like public organisation, given the limited domain of functionality and profit motives.

Feedback
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b) "The distinction between line and staff is relative rather than absolute" Discuss.

(10 Marks)

The concept of 'line and staff' was given by Gillick and Urwick in order for organisations to take advantage of specialization and command clarity simultaneously.

line agency.

- ①. Refers to executives
- ②. Implement decisions
- ③. Functional expertise
- ④. Direct accountability and responsibility.
- ⑤. Example: Field staff, executives for policy implementation.

Staff agency.

- ①. Refers to the advisors
- ②. Formulate policies, decisions
- ③. Subject expertise
- ④. Only advisory in nature.
- ⑤. Example: Think tanks, Economic Advisory Council to Prime Minister.

Thus, line and staff differ in terms of their roles, powers, responsibilities. However, line and staff work for the same organisational goals (goal).

congruency), share resources and must co-ordinate. line agencies provide important feedback of ground realities to staff agencies and the latter advise practical solutions to administrative problems.

Thus, line and staff agencies form important sub-systems of the organisational supra-system and are distinct entities that are interdependent.

Feedback

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c) Critically examine Weber's ideas of impersonal detachment and esprit de corps.

(10 Marks)

Weber's Ideal Type Bureaucracy envisaged an impersonal bureaucracy that adjudged a situation by its merits and the bureaucrat had no personal interest in his positional power or related gains arising out of it.

Further, Weber wished for sharing of power through checks and balances. Boards, Commissions represent this character. The underlying view is that it is likely for single person to be corrupt but unlikely for an entire group to be so.

However, Weber's ideas of impersonal detachment and esprit de corps have been criticized by behavioural thinkers and post-modernists. According to Simon, a bureaucrat must deal in a range of values that include constitutional values of liberty, pro-work stand, justice etc.

Further, impersonality erodes
team spirit because of the perceived
status and power distance due to
hierarchy, aloofness, and secrecy.

Bureaucrats may indulge in 'budget
maximizing' tendency, inflate achievements
for personal gains.

However, Weber was aware of
the possibility of bureaucratic flaws
and therefore he recommended amateur
administration, improved quality of
political representatives etc. to address
the ~~the~~ negative fallouts of impersonality
and esprit de corps.

Feedback

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d) Do you agree with the view that the behavioral approach to the study of organization is a continuous phenomenon?

(10 Marks)

Behavioural approach to the study of organisation refers to the study of cognitive processes of human-beings that determine their motivation, morale, productivity etc.

Chester Barnard described organisations as co-operative social systems in which the formal and informal groups co-exist, must co-operate to achieve organisational efficiency. Moreover, Simon professed that everyone in an organisation is a decision-maker and organisations must provide organisational system of influence, MIS support etc. to enable employees to take decisions that are in line with organisational goals.

Tollet remarked that co-ordination, conflict resolution is also a continuous process and not episodic phenomenon.

Besides, Maslow, Herzberg, Argyris demonstrated the plurality of human needs and motivating factors.

Human-beings are complex social animals that display a wide range of behaviour.

Thus, it can be said that the behavioural approach to organisational study is a continuous phenomenon, contingent upon changing human needs and perceptions.

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e) Enumerate the features of business and enterprise which Mary Parker Follett traced on her way to understand the organism of governmental machinery.

(10 Marks)

Mary Parker Follett belonged to the classical era, who made the following observations about organisations that stand out from the other classical thinkers -

(1). Organisations are social systems that contain formal as well as informal groups that continuously interact.

(2). Conflict resolution: Follett remarked that due to differences in personalities, limited resources and varying viewpoints, the conflicts are natural and must be resolved through integration strategies.

(3). Situational Order of situation: Follett promoted order of situation to govern the supervisor and subordinate both rather than positional authority of the former.

(4). Dynamic administration: According

to & Follett, administration must adopt, adept, resolve conflicts strategically or risk breakdown.

(5). Fact control rather than man control: Follett encouraged an open, democratic and participative management approach that enabled co-ordination, credit sharing and fairness.

Thus, Follett envisaged organisational effectiveness beyond economic and technical parameters to include humane, socio-psychological concerns that affect organisational functioning

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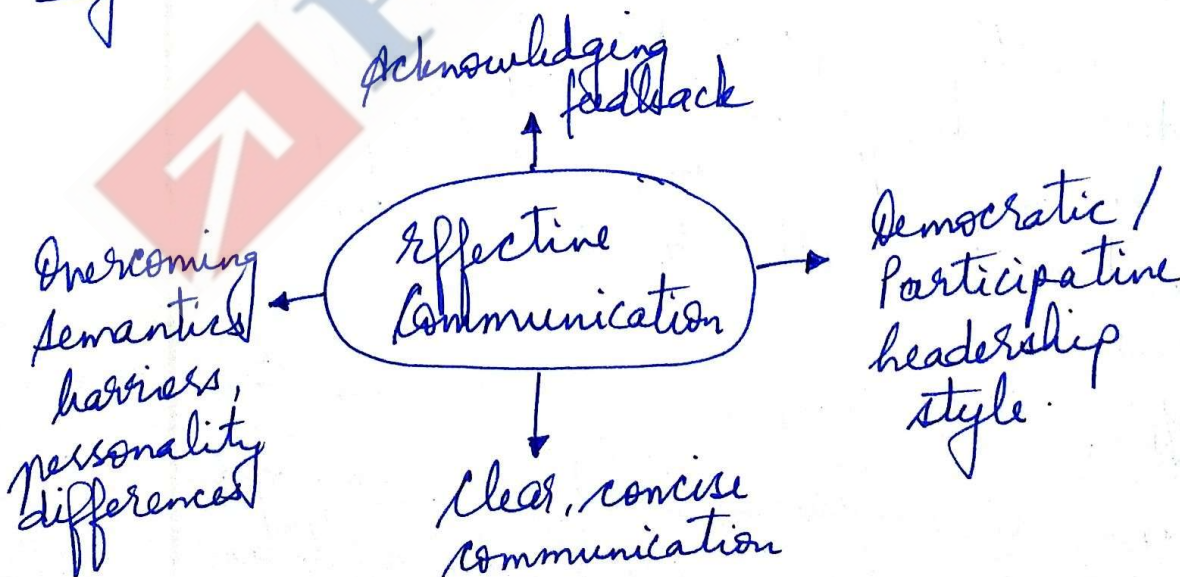
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Q.2) a) "A managerial leader should effectively communicate to motivate his team."
Discuss in the light of inter-linkage between motivation and communication?

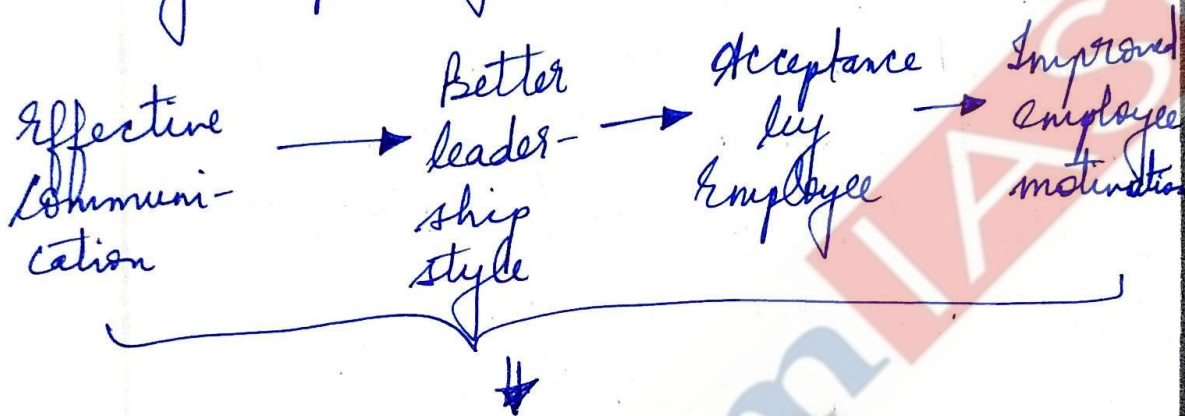
(20 Marks)

Chester Barnard defined communication as one of the three important functions of the executive to obtain co-ordination from subordinates. Simon described communication as the process of transmitting the decisional premise to ensure goal congruency.

Therefore, a managerial leader, being the linking-pin between organisa-tion and subordinates must use effective communication or leadership style to motivate his/her team.



An effective communication strategy will ensure better employee acceptance of the superior's leadership, thereby improving employee motivation.



The following are the ways to achieve the above -

- (i). Inducement - contribution equilibrium wherein the organisation gives fair inducements, perks, incentives to employees and employee willingly contributes back to achieve common goals.
- (ii). Theory Y cosmology, wherein the manager believes that the employee is sincere, loves work rather than being selfish, work-shirking.

- (iii). Robert House's Path-goal theory :
The manager identifies the employee's ~~to~~ higher aspirations and removes the hurdles in the way of the employee to achieve those goals.
- (iv). job enrichment ; challenging roles
with better incentives.

Thus, a managerial leader must effectively communicate with his team to motivate them to ensure meeting of the minds, goal congruency and obtain contribution from them.

Furthermore, effective communication will ensure reduced conflicts, fairness in credit-sharing in achievements and enhance employee's willingness to contribute his share with a sense of justice and duty.

In such a role, a managerial leader must therefore function as a transformational leader who not only

provides a vision to his team but also provides a nurturing environment for the same.



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b) Do you think that Post - NPM reform is about returning to Traditional Public Administration? Justify your view. (15 Marks)

New Public Administration (NPM) emerged in the late 1980s and sought to make administration more professional, customer-oriented, with an increased role for private sector.

However, the post-NPM theories like New Public Service, Networked Governance, Digital Era Governance, Neo-Taylorism etc. were wary of NPM because of the reduced role of the state that NPM advocated.

Features of post-NPM reforms:

- (i). Role of state to be 'serving rather than steering' (NPS).
- (ii). State must protect the interests of weak, unprivileged with service orientation.
- (iii). Use of technology to improve governance (i.e. e-governance).
- (iv). Multi stakeholder approach to

- governance — enhanced role of civil society organisations, NGOs, citizen groups (networked, engaged administration).
- (v). Comparative approach, adoption of best practices, interdisciplinary approach to study and practice of public administration.
- (vi). Enhanced accountability and focus on administrative leadership.

All of the above features make post NPM reforms differ from Traditional Public Administration, which ~~was~~ —

- (a). Focused on economy, efficiency and effectiveness alone.
- (b). Rational, hierarchical and structurally rigid.
- (c). Less focus on values, relevance, equity.
- (d). Emphasis only on techno-economic factors rather than public interest.
- (e). Was more inward-looking, closed organisation rather than an outward-looking, dynamic one.

While TPA had Taylorian features of scientific management, training, placement (which have been incorporated in modern administration as well (Neo Taylorism), TPA and post-NPM development differ significantly in their approaches and end goals.

Thus, post-NPM reforms is not about returning to traditional public Administration but rather about building upon their advantageous features with a strong service-orientation.

Feedback

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c) Evaluate the relevance of Critical theory in the era of liberalization, privatization and globalization. (15 Marks)

Jurgen Habermas gave the Critical Theory of bureaucracy in order to highlight failures of Weberian bureaucracy due to features like -

- | | |
|------------------|------------------------------------|
| (i). Rigidity | (iv). Self-serving tendency |
| (ii). Red-tapism | (v). Hierarchy |
| (iii). Secrecy | (vi). Lack of outcome-orientation. |

Habermas thus advocated for an 'End of Bureaucracy' as bureaucracy failed to achieve people's aspirations and rather functioned as an exploitative tool. Bureaucracy had lost relevance in its existing form.

The LPG era saw the following developments in terms of administrative developments -

- (i). Enhanced role of private sector
- (ii). Reduction of licences, regulations (Indian context)

(iii). More complex administration challenges that called for specialization.

(iv). More global, outward-looking outlook.

(v). Emphasis on decentralization, debureaucratization, democratization.

(vi). Western-led models of governance promoted by IMF, World Bank to achieve good governance.

(vii). Rise of ICT in governance.

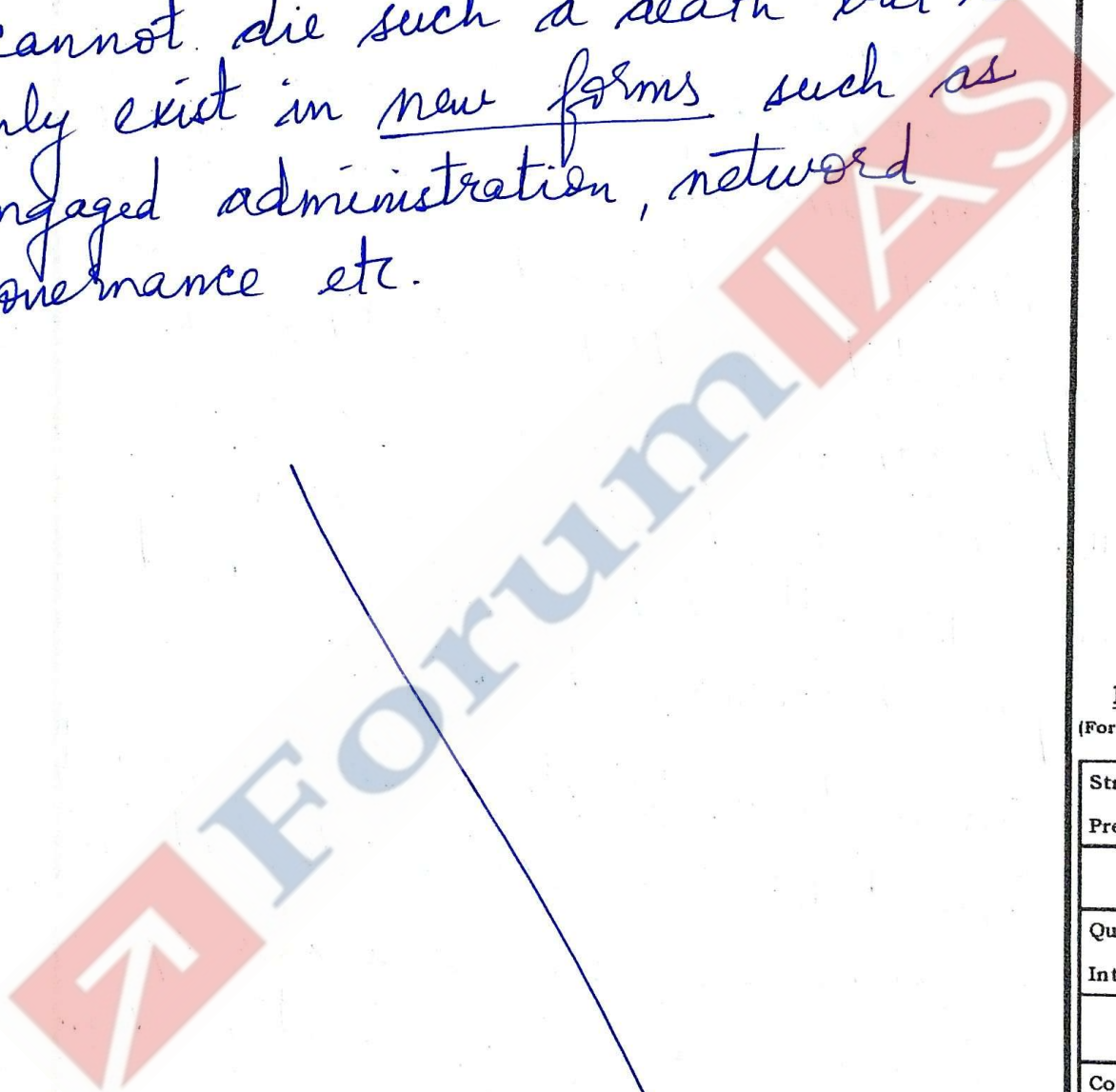
(viii). Market-led economy and public service delivery.

Given this, Critical Theory formed the foundation on which the administrative changes of LPG era developed, fuelled by Reaganism, Thatcherism.

However, while Critical Theory criticized Weberian bureaucracy, it did not give a viable alternative.

to bureaucracy.

Thus, despite the above develop-ments, it can be said that bureaucracy cannot die such a death but can only exist in new forms such as engaged administration, network governance etc.



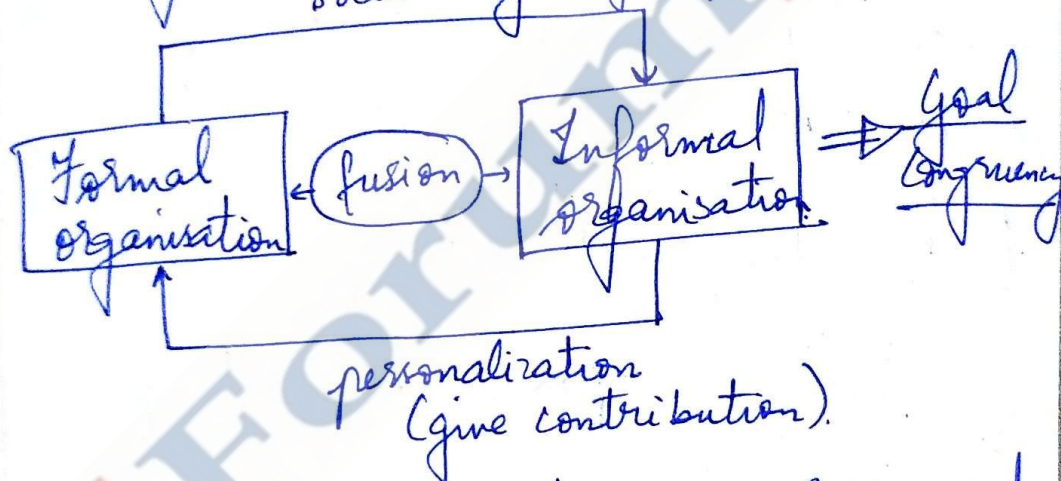
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Q.4) a) The organic view of organization by Chester Barnard can be considered as the origin of Post - modern public administration. Comment. (20 Marks)

Chester Barnard described organization as co-operative social systems, consisting of the formal and informal groups continuously interacting with each other. The former must recognize, encourage and support the latter in order to ensure organisational efficiency & survival.

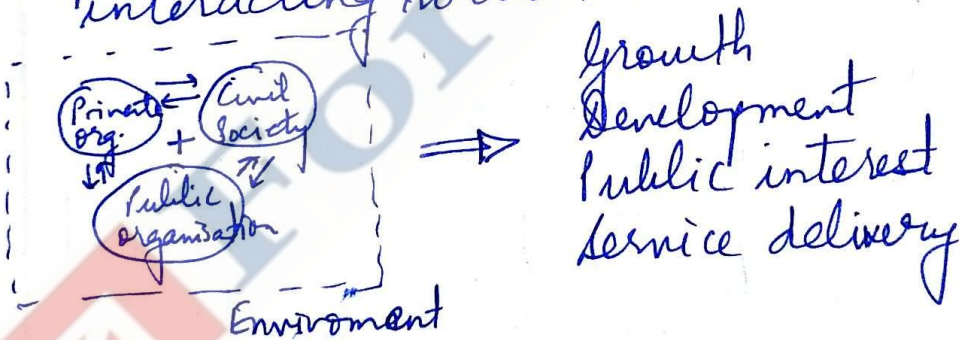


Thus, for the first time, Barnard described organisations that ought to be dynamic, are made up of multiple entities that have differing views, motivations etc. These features of Barnard's organisational theory have

Relevance for -

(1). Human resource management and human resource development policies in post-modern public administration, that determines the recruitment, training, promotion, appraisals policies.

(2). Role played by other players such as private sector, NGOs that are existing alongside public bodies and are continuously interacting with each other.

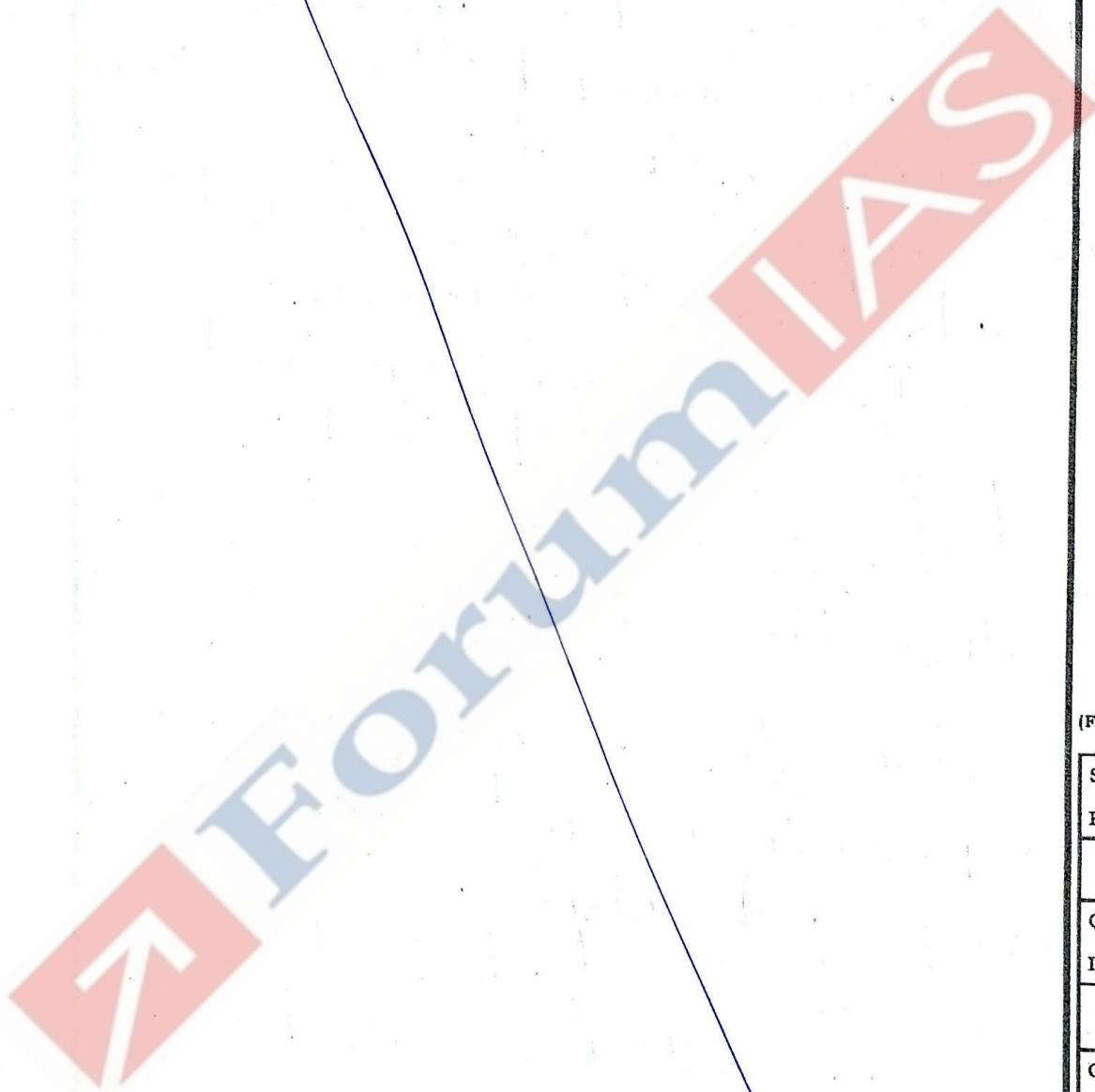


(3). Nature of post-modern public administration to be -

- (i). less hierarchical, regimented.
- (ii). More adaptive, open.
- (iii). Driven by innovation

- (iv). More professional
- (v). Due consideration for personnel policies.
- (vi). Service-orientation.
- (vii). Citizen-centric approach
- (viii). Value-orientation rather than value-neutrality
- (ix). Comparative approach and adopting best practices.
- (x). Performance appraisal and performance linked incentives.
- (xi). Sharing of resources, roles with other stake-holders.

Thus, the organic view by Chester Barnard envisaged organisations to evolve and adapt as per changing environment. The post-modern public administration evolved on this foundation given by Chester Barnard's organisational theory.



Feedback

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b) Evaluate the contributions of F.W. Taylor in promoting efficiency in organization.
Do you consider his contribution as a turning point in public administration?

(15 Marks)

Taylor gave his 'Scientific Management Theory' to promote efficiency in organization as he was concerned about-

- (i). lack of scientific approach
- (ii). reducing wastage
- (iii). Enhancing profits for organisation as well as employee.

In order to achieve the above, Taylor devised the following-

- (a). Science, not rule of thumb: To reduce human errors, arbitrariness and enhance scientific way of doing a task.
- (b). Standardization: To set benchmarks of performance, standard operating procedures
- (c). Work Study: Observing and then devising the best way to carry out a task.
- (d). Functional foremanship: To encourage specialization.

(e). Scientific Training and placement:
To ensure placing rightly skilled person at right job.

(f). Differential Piece Rate System: To ensure fair pay for fair amount of work.

Taylor prescribed the above ways to promote economic efficiency in ~~not~~ organisations. These have been adopted in public organisations as well -

(i). Internal Work Study Units -

To carry out scientific studies within departments to have right processes, standards, size of organisation

(ii). Organisations and Methods approach.

(iii). Management by Objective approach, wherein everyone works towards commonly set goals.

(iv). Personnel administration: HR

policies, recruitment, training, appraisals, performance-linked payments etc. Mission Karmayogi

programme seeks to ~~en~~ equip adminis-
trators with modern skills for modern
era challenges.

(v). Neo-Taylorism : A rational public
administration using ICT tools to reduce
wastage, enhance human efficiency.

Taylorism was originally meant
for production houses during Industrial
Revolution. However, his work was
relevant for public organisations that
sought efficiency in daily working as they
too were affected by inefficiency,
losses and spoils-system. Taylorism
addressed these problems directly as
well as indirectly.

Thus, Taylorism can be considered
as an important milestone, if not
a turning point in public administration.

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c) Evaluate the criticisms of Herbert Simon on principles of classical theory.

(15 Marks)

Herbert Simon analysed the works of classical thinkers like Fayol, Gulick and Urwick, Taylor, Follett, Weber and gave the following criticisms:-

(i). Fayol's 14 principles were myths, slogans and came in proverbial pairs.

Example: Hierarchy vs esprit de corps
Hierarchy vs Specialization

(ii). Taylor treated humans as cogs in the machine and ignored the socio-psychological factors in organisation. "Human-beings deviated a lot from the presumed and prescribed behaviour."

(iii). Follett's work lacked an empirical basis and was based on mere observations.

(iv). Classical thinkers viewed humans

as a Rational Economic Man rather than someone who is influenced by values and other considerations; humans cannot be fully rational and there are limits to their rationality due to -

- limited information
- inadequate analysis
- limited resources.

Simon was fair in his criticisms of classical thinkers. However the work of classical thinkers must be viewed in the context of their environment and conditions prevailing at that time.

(a). Taylorism emerged in the unstable environment during Industrial Revolution as technology progressed rapidly and industries looked to improve efficiency and profits. Taylor did not totally ignore humans as evident from emphasis on fair wages, scientific training and placement, 'Mental Revolution'

(b). Taylor's principles and POSDCORB are relevant for general

administration irrespective of public or private organisations and formed core of structural-functional approach to organisational theories.

(c) Follett was able to convey complex organisational issues in a simplified forms/ideas and her work has relevance for conflict management, co-ordination in organisation.

Moreover, 'structure' forms an important element of organisational study and principles are neither exhaustive or rigid as made out to be. Thus, Simon's views ^{on classical principles} can at best be termed as context-blind rather than alternative to organisational theories.

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Section - B

Q.5) Answer the following questions in about 150 words each: (10 * 5 = 50 Marks)

a) Explain the concept of rationality and methodological individualism as used by public-choice theorists. (10 Marks)

The concepts of rationality and methodological individualism were used by public-choice theorists to justify failures of bureaucracy in achieving public interest and development.

Rationality : It refers to an objective, value-free approach, wherein the decisions taken are based on facts rather than personal values.

Methodological individualism : Every human-being is viewed as an individual unit of analysis. An individual is motivated by selfish interests and what suits him/her the best. Accordingly, an individual chooses among available options, to maximize economic returns.

Public choice theorists posit that bureaucrats are prone to be influenced by selfish interests and use resources and power to their advantage. Moreover, a citizen, if given a choice, will choose most beneficial option. Therefore, bureaucratic / state monopoly must be curbed and other players must be allowed to participate.

Public Choice Theory therefore advocates removal of obstacles and enhancing accessibility to citizens for public resources that best serves their interests.

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b) "Communication is authority". Elaborate.

(10 Marks)

Communication is the process of transferring the decisional premise. It is also the mode of exercise of authority by virtue of which it is accepted, as per Barnard.

Traditional organisations focused on positional authority as given in the hierarchical organisational structure.

However, the above definition defines authority in terms of follower accepting the authority after the supervisor has exercised it.

A follower will not accept authority if it is externally imposed without due consideration to his/her willingness to accept it. Therefore, the modality of communication matters i.e. it should be clear, precise, correct, appropriate, legitimate and to also

cater to the receiver's needs as the latter would evaluate it along the lines of 'what is in it for me?'

Thus, with an effective leadership style entailing democratic and participative approach will be more authoritatively impactful and acceptable to followers.

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c) The scope of the discipline of Public administration is boundless. (10 Marks)

Public administration is about how public organisations are organised, function and use public resources to pursue public interest. Therefore, the discipline of public administration is also a study of -

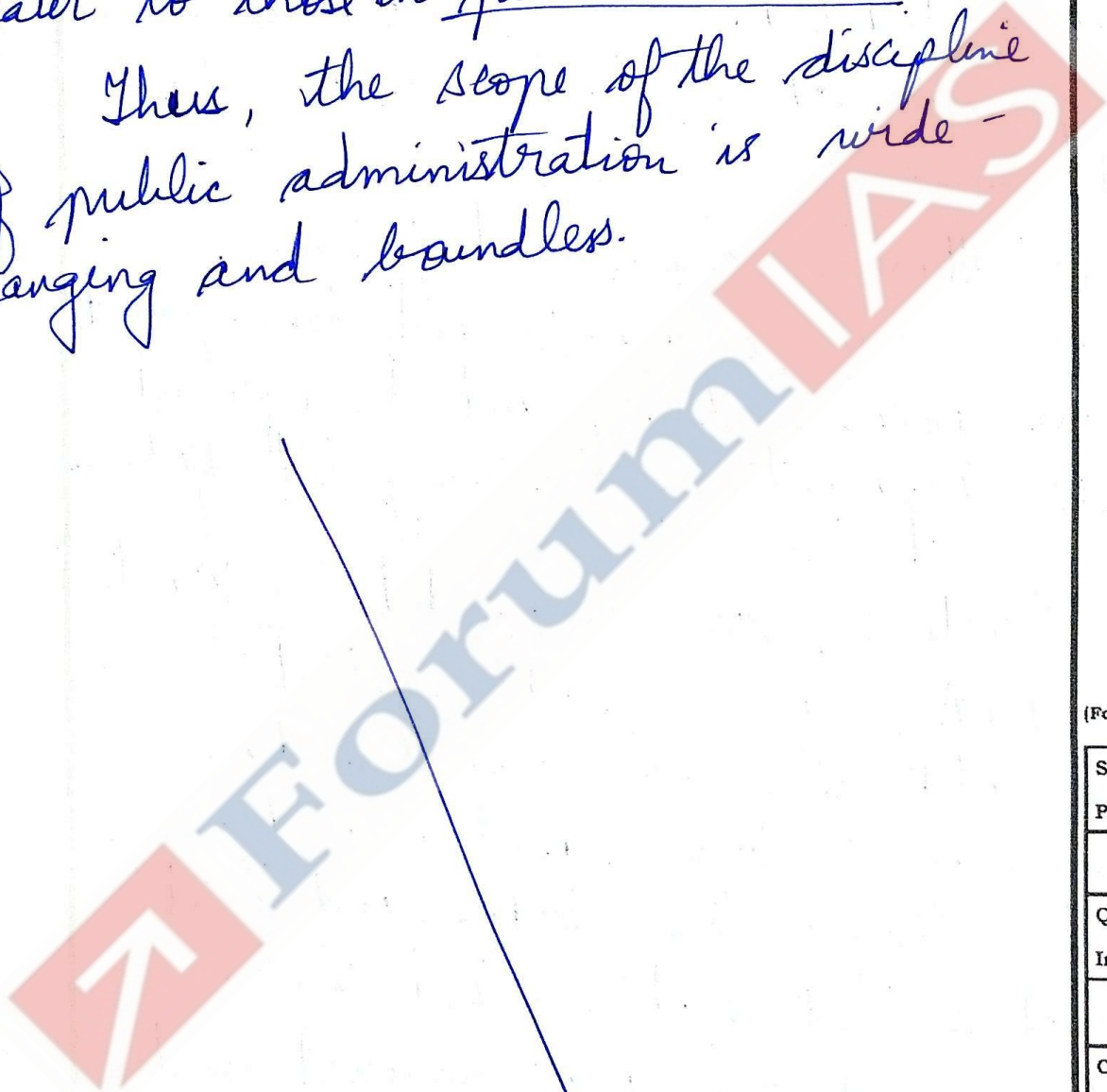
- (i). Human choices and decisions
- (ii). Economic growth and development
- (iii). Political theory and development
- (iv). Organisational efficiency and effectiveness

Further, as highlighted by Waldo in NPA, public administration must address problems of the day, be pro-weak, value-oriented and change agent. Comparative studies and best practices at national and supra-national level are also included under the scope of Public administration discipline.

Post LPG era, there has been emergence of modern challenges like

environmental degradation, social inequality, sustainable development - and public administration must cater to those in public interest.

Thus, the scope of the discipline of public administration is wide-ranging and boundless.



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d) The Hawthorne experiment defined the social structure of the organization. Discuss. (10 Marks)

The Hawthorne studies by Elton Mayo were conducted to test the validity of Taylorism and gave a new perspective to organisational studies through the following -

- (1). Great Illumination Studies
- (2). Bank-wiring experiment
- (3). Mass interview programme.
- (4). Relay assembly Test room experiment

Mayo concluded that instead of techno-economic factors like lighting conditions, wages it was the presence of informal groups and resulting group dynamics that contributed to organisational efficiency and employee productivity.

If given a chance, humans will interact and form groups at workplace. These 'informal groups' exercised considerable influence on individuals and individual interests were subordi-

- not to group interests. Moreover, individuals who were 'soldiering', 'rate-busters' or 'squealers' (one who divulged plans to supervisors) were looked down upon.

Mayo advocated that organisation must accept these informal groups and cater to their needs by working with them rather than suppressing them. Thus, Mayo's experiments demonstrated a social structure of organisation.

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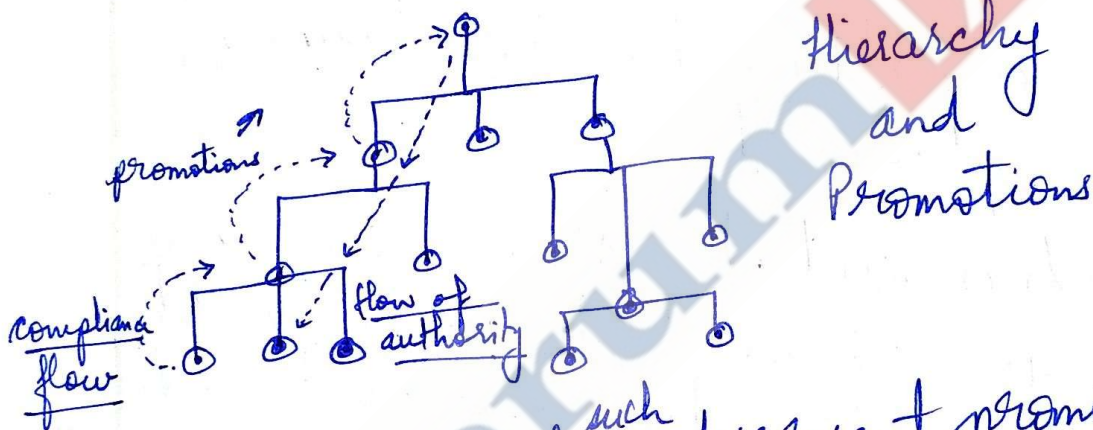
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e) In a hierarchy every employee tends to rise to his level of Incompetence. (10 Marks)

An hierarchy is the vertical organi-
sation of how authority is distributed
in an organisation and is a classical
feature. In time-bound and assured
promotions, an employee moves up the
hierarchical levels.



However, with ^{such} subsequent promotion,
it is not necessary that an employee
will be equipped with all the desired
skills and knowledge to justify the position
allotted to him/her. Eventually, those in
higher authority depend heavily upon the
lower levels and clerical staff for their
work and this makes them indispensable.
The organisation becomes bulky and
difficult to manage.

This phenomenon was explained by Lawrence Peter and deemed as 'Peter Principle'. In order to address this issue, it is important to support merit-based promotions, lateral entry, hiring of experts and switching to matrix form of organisations as well as imparting refresher training, scientific placements.

In this context, Mission Karmayogi is a major reform that aims to equip civil servants with right skills and put in-charge at appropriate job positions.

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Q.6) a) Discuss the "five paradigms of Nicholas Henry" on evolution of the discipline of public administration. (20 Marks)

Nicholas Henry has described the evolution of public administration as a discipline, based on 'locus' and 'focus' aspects:

locus



Emphasis on location or field of discipline

focus



Emphasis on 'how' aspect of evolution

Paradigm I: Politics-administration dichotomy
Between 1900-26, thinkers like Goodnow, Wilson advocated for separation between policy-formulation and implementation functions. Political questions were not administrative questions. Thus, public administration was de-linked from political theory (emphasis on 'focus' over 'locus').

Paradigm II: Era of Principles: From 1927-50s, there was a

leaning towards discovering a set of general principles to enhance organisational efficiency and improve management practices that could also be applied to public organisation. Thus, 'focus' was suppressed and 'locus' was emphasized.

Paradigm III: Public Administration as political science. (1960s - 70s)

In this era, public administration came to be re-viewed as a sub-set of political science, the latter being its mother discipline. The emphasis was again on 'locus'.

Paradigm IV: Public Administration as Management. (1980s -

During this time, there was a leaning towards management field, however with expanded managerial principles. Public-administration was

to be more -

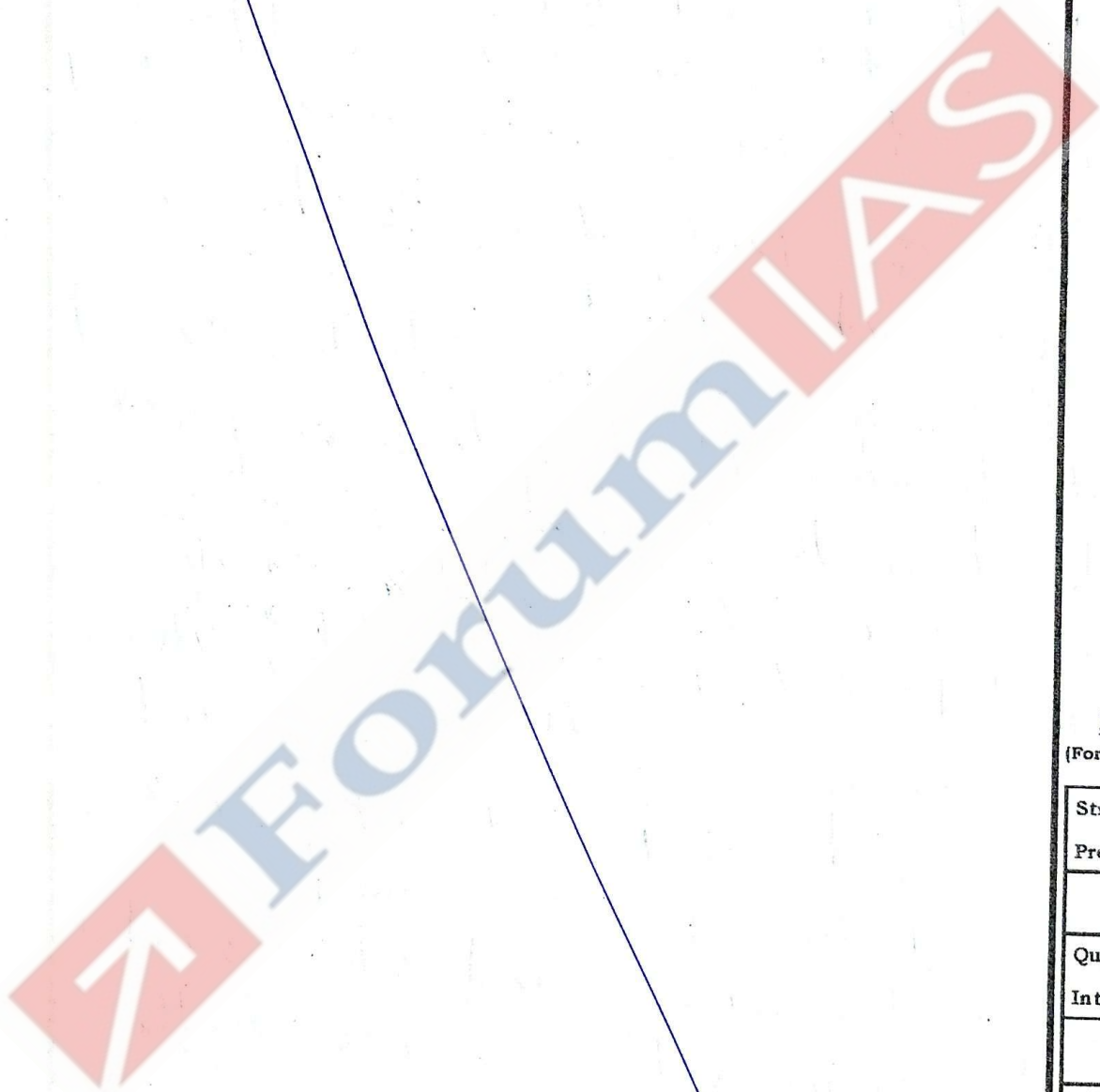
- (i) Professional
- (ii) Client-focused
- (iii) Debureaucratized
- (iv) More private sector-like.

Thus, the 'locus' again shifted to management while 'focus' was subdued

Paradigm V: Public Administration as public administration.

Here, public administration carved out its own identity to serve public interest in the context of emerging global issues (NPS) with a value-orientation that is pro-weak^{CNPA} while the influence of political science and management continued, yet public administration discipline focused on comparative learning and action-orientation. Thus, 'locus' and 'focus' were both emphasized and expanded.

Thus, public administration has evolved as a discipline over the years



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b) How does the problem of coordination hamper administrative and democratic de-centralization? Discuss with examples. (15 Marks)

Co-ordination is an important function of management as outlined by Gulick and Urwick in POSDCORB. It means interacting with stakeholders to achieve the set goals while utilizing organisational resources.

Issues in co-ordination

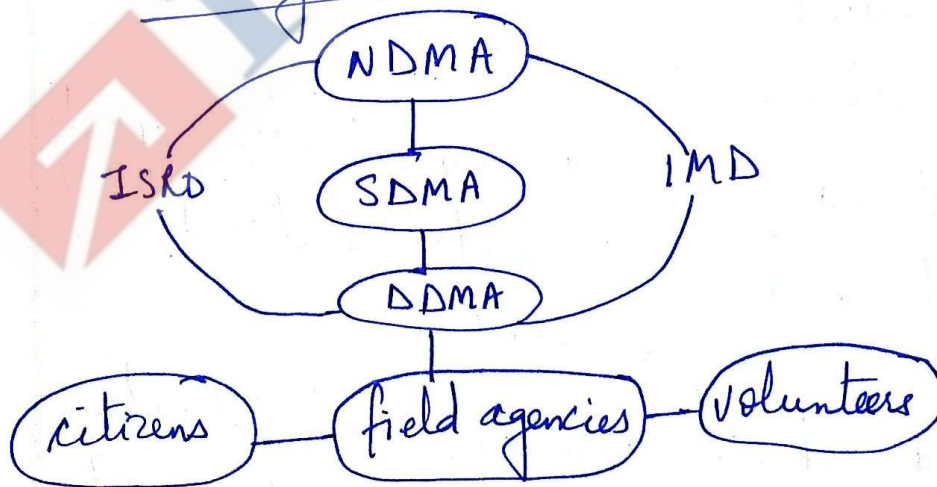
- ↳ Improper communication
- ↳ lack of clarity of purpose
- ↳ Personality differences
- ↳ Power distance
- ↳ lack of resources
- ↳ Inadequate administrative capacity
- ↳ Unclear organisational structure, roles, responsibilities.

Co-ordination affects administrative decentralization when the head-quarter and field agencies do not function

effectively, there are too many hierar-
-chical levels or ~~or~~ when power
is not commensurate with devolved
responsibility, departments work in silos.

Example: ①. Implementation of social schemes requires inter-departmental co-ordination, such as Ministry of Finance, Ministry of Education, Ministry of Women and Child Development, Ministry of Health to implement Mid-Day Meal Scheme.

②. Fast, reliable and effective co-ordination during disaster management.



Similarly, in democratic decentrali-
-zation, legislative and economic powers
are to be commensurately deployed to
the grassroot level.

Example: ① Many states like Punjab,
Karnataka have yet to deploy
all matters of XI Schedule to
Gram Panchayats and State Finance
Commission recommendations are not
fully implemented.

② Social audits for MGNREGA
projects are not done effectively
due to lack of support by officials.

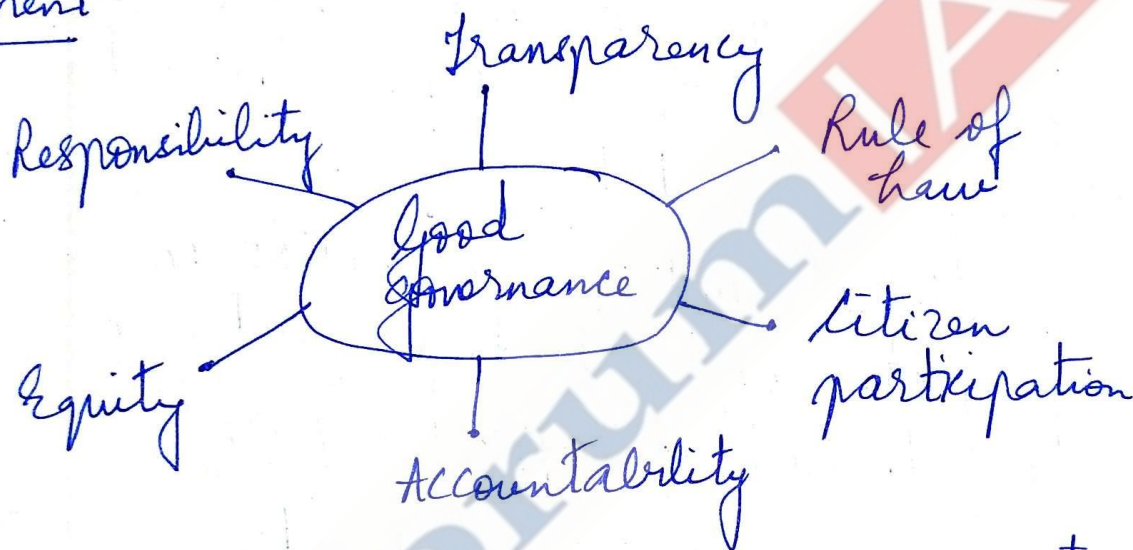
The problem of co-ordination
therefore needs to be overcome by use
of ICT, ~~to~~ reducing communication barriers
structural, attitudinal and procedural
reforms and improving accountability
mechanisms.

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c) With the entry of the concept of 'good governance' the discipline of Public Administration has shed its statist character. Explain. (15 Marks)

According to World Bank, 'good governance' is the manner in which a nation exercises power to utilize its resources for socio-economic development.



'Good governance' envisages participation in nation's progress by stakeholders and participants beyond the administrative agency.

Example: Civil society organisations, SHGs, NGOs, private sector etc.

Thus, the power, roles and responsibilities are distributed among

different participants rather than the public administrative body alone being tasked with those. Thus, the 'statist' character of discipline of public administration is minimized.

Good governance ensures the above in the following ways-

- (i). Citizens participate in social audits, 'Jan Sunwayis', feedbacks (mygov.in), impact assessments to hold administration accountable.
- (ii). Free, ~~an~~ fair and regular elections
- (iii). Right to Information, right to services, Citizen Charters and effective grievance redressal mechanisms.
- (iv). There is lack of arbitrariness in exercise of power and rule of law is upheld via. Writs, petitions, judicial review, judicial activism.
- (v). Use of ICT in governance that

reduces time, costs, red tapism, harassments.

(vi). Private players aid in service delivery, education, health sectors.

(vii) Media is empowered to report unbiasedly, without fear or sensation-alizing.

Thus, good governance enables public administration to shed statist character as citizens view themselves as entitled to rights, active participants holding the administration accountable for its actions.

Feedback

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