TEST CODE	6	3	5	6	2

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FIAS | ATS 2023 | Batch 2 | PA | #2

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

PUBLIC ADMINISTRATION / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	DHRUV SAPRA		
Roll No./अनुक्रमांक	1910098856	Medium/माध्यम	English ☑ हिंदी ☐
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	12.08.2023

*Center Code : For Online – 1900 / Delhi : Karol bagh – 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. – 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
2		
3		
4		
5		
6		
7		
8		
Total/कुल अंक	250	

INSTRUCTION / अनुदेश

1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).
उत्तर पुस्तिका में उपयुक्त विवरण (जैसे नाम, ईमेल, रोल नंबर, मोबाइल) प्रस्तुत करें।
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.
प्रश्न पत्र में आठ प्रश्न दो खण्डों में विभाजित हैं। प्रश्न 1 और 5 अनिवार्य हैं। आप प्रत्येक खंड से कम से कम एक प्रश्न चुनकर, शेष में से किसी भी तीन का प्रयास कर सकते हैं।
3. The number of marks carried by a question/part is indicated against it.
किसी प्रश्न/भाग द्वारा किए गए अंकों की संख्या उसके सामने दर्शाई गई है।
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.
उत्तर प्रवेश प्रमाण पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जिसका उल्लेख इस प्रश्न–सह–उत्तर (QCA) पुस्तिका के मुखपृष्ठ पर दिए गए स्थान में स्पष्ट रूप से किया जाना चाहिए।
5. Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाना चाहिए।
6. Content is more important than content length.
विषय–सामग्री लंबाई की तुलना में विषय–सामग्री अधिक महत्वपूर्ण है।
7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.
प्रश्न–सह–उत्तर पुस्तिका में खाली छोड़ा गया कोई भी पृष्ठ या पृष्ठ का भाग स्पष्ट रूप से काट दिया जाना चाहिए।

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Examiner's Discretion/मूल्यांकन कर्त्ता का विवेक:	Start Time/प्रारंभ करने का समय : 09:00AM	End Time/समाप्त करने का समय : 12:05PM
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन ☑ Offline/ऑफलाइन ☐

*Examiner's Discretion is the marks awarded at the discretion of the examiner 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.
मूल्यांकन कर्त्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ़्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्त्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

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ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	Evaluation Date/ मूल्यांकन तिथि :

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.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition.** Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit and space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of (but not all!) suggestions, ideas, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow** = Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts and each part has been addressed appropriately or not. Whether the flow of the answer is maintained. Affects both subjective and objective components of assessment.
4. **P & R** = How your answer performs on the criteria of **presentation, ease of read, clarity and apparent effort** in writing the answer. This affects the subjective components of assessment.

(Don't Write anything in this Area

Section– A

Q.1) Answer the following in about 150 words each.

a) The objectives of Citizen's Charter is yet to be realised. (10 Marks)

Citizen charter are a set of guarantees that any government organization provides to its customers for proper service delivery.

Some of the objectives of the Citizen Charter

Despite the objectives, they are yet to be realized

① Charter do not have statutory backing and are not taken seriously

② Many a time people are not aware about the Charter.

③ They are formed without proper stakeholder participation and consultation.

④ Generally available in English only without vernacular language

⑤ They are formed only to fulfill procedural process instead of bringing actual change

⑥ No proper grievance redressal. Lofty goals are provided

⑦ Their application or lack of has no bearing on the promotion of officers.

To make Charter's more applicable, they should be designed as per 2nd ARC recommendations

- Promotion and career progression based on its application
- Non compliance should attract penalty
- With consultation
- Available in vernacular
- Bottom up approach
- Increased capacity building of institutions

Apart from this, they can be given statutory status for better implementation. It would promote good & citizen centric administration

b) What is the concept of delegated legislation? Why is it considered as a necessary evil? (10 Marks)

Delegated legislation is the process through which the legislature provides the overall framework and extra rules and details are left for executive to fill.

It is considered as a necessary evil

① Reduced Parliamentary sittings and time with legislature (eg: In 2022. only 52 days)

② It allows for greater technical inputs by the executive that legislature lacks.

③ It enables faster changes in laws and reduce the need to run towards Parliament

④ Helps in quick adaptation to changing external environment

⑤ Helps the executive to implement international treaties in a more efficient manner.

⑥ It promotes responsive governance as the executive can change the law within the bounds of parent act.

There are, however, some problems associated with it

- Reduced legislative oversight
- Executive commission the provisions
- Violates separation of power
- Increasing over power in name of state
- Increase the discretionary power of the executive
- Dicey opposed it as subjugating judicial oversight

Recently, SC in Kerala Electricity board case said that delegated legislation cannot go beyond the parent statute.

Some of the protection available:

1. Standing Committee on Subordinate legislation
2. Judicial overview over the rules made.

Delegated legislation is a strong tool that can aid in a responsive and quick governance. It should be used within the spirit of the Constitution and the guidelines of Supreme Court.

c) Show how Comparative Public administration both resembles and differs from modern organizational theory? (10 Marks)

Comparative Public Administration is a cross cultural, cross national and ecological approach to study the administration systems

The modern theory emerged post the Behavioral thinkers and focused on impact of subsystems on the working of the entire system

Resemblance

① Both tried to understand the impact of subsystems on the supra system.

Eg Political, Economic subsystem on each other and on overall

② They tried to make a universal theory of organization applicable everywhere

③ They focused on the open system approach and took ecological approach for the study of the organization

④ They both try to understand the organization using similar techniques like Behavioralism,

structural functionalism etc.

Difference

① CPA tried to understand and venture into many societies and their subsystems, whereas Modern theory focused on the larger system only.

② CPA dwelled into the cultural, nationalistic aspect of any society which was not in Modern.

③ CPA focused on providing a empirical proof and validity for its theories that was not in the case of Modern.

Hence, the CPA resembles as well as differs from the Modern theory of organization. Both of them took open system approaches to provide a new dimension to study of administration.

d) ICT has the potential to transform governance by empowering citizens. Illustrate with examples **(10 Marks)**

Information and Communication technology has been a force multiplier to provide better governance to the people.

It has the potential to transform governance by empowering citizens

① Access to Information

* With proliferation of Internet and social Media.
* Greater awareness and questions being asked to the govt. Eg Post Manipur incident, govt had to take concrete steps to arrest the perpetuation of gang rape.

② Last Mile Connectivity

* Direct benefit transfer. Reduced leakages, removal of Intermediaries

Eg PM-KISAN, IRCTC etc.

③ Better health Outcomes + Education

* Through Tele-education Eg SWAYAM
* Provision of better health services

Eg Tele-Manas, e-Sanjeevani

(4) Single point for all services

* Through unified portals like UMANG portal

(5) Better grievance redressal

Eg CPGRAMS, RBI Ombudsman etc.

(6) Reduced power distance

People can directly get in touch with their rulers and politicians through Social Media

Eg Twitter Sewa of Indian Railways.

(7) Better economic growth

Through financial inclusion, faster payment systems with security

Eg UPI based products

However, there are some problems/limitations associated with it. Including lack of digital literacy, lack of availability of internet and cyber security.

With new initiatives like Bharat Net, data protection Act and financial literacy initiatives India can truly become the era of "Techade" as envisaged by Hon'ble Prime Minister.

e) Throw light on the three waves of feminism. (10 Marks)

feminism is the political and social theory that promotes equal rights for women in social, political and economic spheres.

Three waves of feminism are

① First wave of feminism

* Took place in the late 19th century and the early 20th century
* It was mostly localized to the Western world.
* The main areas of the movement were to demand for equal voting rights (female suffrage). Apart from it, focused on the women's right to property.
* It had a parochial view as it focused more on the rights of white women only

② Second wave of feminism

* The time period of this was the early 1960s.

(2) It focused on a more broad based demand and looked at equality and anti discrimination

(3) It promoted Right for equal pay, reproductive rights and rights against domestic violence

III Third Wave of feminism

(1) It began in the era of good governance, coinciding with the 6th phase of Nicholas theory in 1990s.

(2) It was seen as the extension of 2nd wave of feminism.

(3) It focused on the similar rights but understood that oppression happen not just on basis of gender but race, class, ethnicity

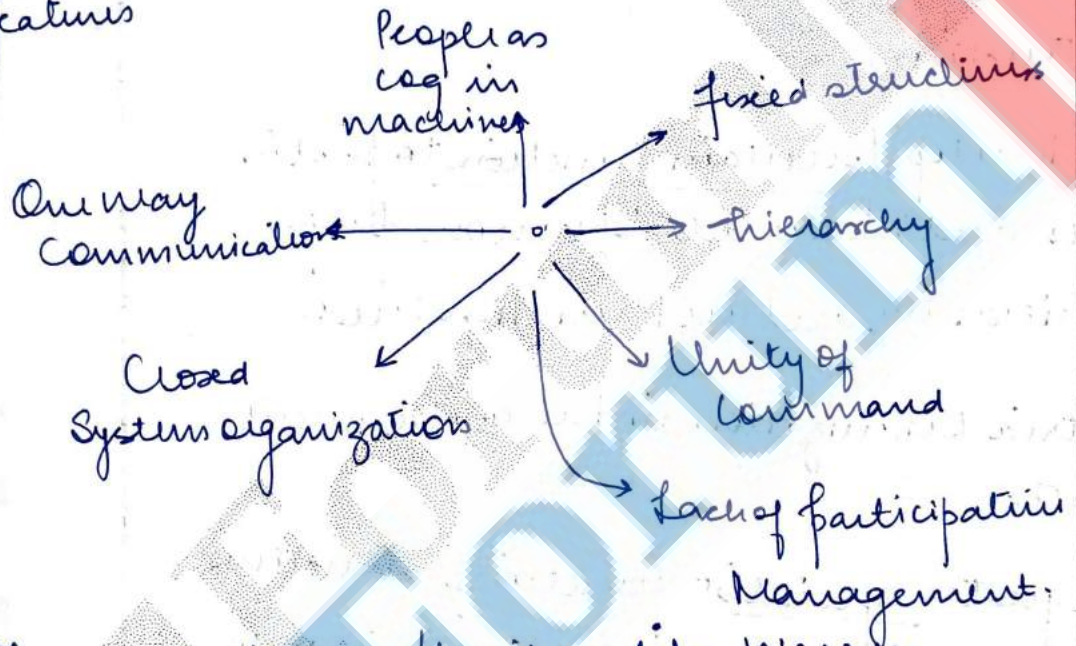
(4) It fought for orienting the fight for feminism from being white women centric to all kinds of women including black.

feminism today is an important sociological theory that promotes equality in the society and heals the historical injustice to women.

Q.2) a) "Organizations of the future will be organic - adaptive structures but temporary systems". Comment? **(20 Marks)**

The statement above by Warren Bennis shows how the organizations of the future would differ from the classical era organizations.

The organizations promoted by thinkers like Weber, Taylor, Fayol, etc had the following features



To counter them, thinkers like Warren Bennis said that the organizations of future would be organic adaptive in nature.

It entails that they would not have strict hierarchy. People would come together for a particular situation and

function and pool in their expertise

These organic adaption, temporary are seen in today's world

① The proliferation of knowledge economy as predicted by Dwight Waldo has led to adaption structures.

Eg Startups that have flat and linear structures

② They develop for certain functions to pool in resources and knowledge of various people across hierarchy and are then dissolved.

Eg Matrix Organization in the government sector

③ With greater specialist functions, structures are formed that adapt to local condition to perform required tasks.

Eg In PPPs, SPV are formed to adapt as per required conditions. Once project over, they are winded up.

④ In government, to delegate functions and faster decision making, temporary structures are formed.

Eg Empowered Group of Ministers to take faster decision on behalf of the cabinet

⑤ During COVID-19, everything shifted online. It led to formation of structures that adapted to external condition but was temporary.

i.e. Work from Home.

However, in a welfare country like India, all the structures cannot be temporary, although they can adapt to conditions:-

① The govt has to perform development administration and provide services to people. but it can adapt. Eg e-governance

② The govt has to perform regulatory functions to prevent interest of the common people. It has created specialized

agencies for that that are permanent in nature. eg SEBI, RBI etc.

③ Within the hierarchy, it has made changes to ensure it adapts to changing needs

eg Lateral entry.

The modern organization that are temporary but organic adaptive are inspired by the Law of situation of M.P. follet.

They come into existence as per situational needs and adapt to it.

However, with the development, regulatory role of the govt, it has to be a permanent yet adaptive of the changing and emerging needs of the people and environment.

b) "Strong market as well as Strong state is the necessity for both participatory and responsive government". **(15 Marks)**

Participation and Responsiveness are 2 attributes that are part of the Good governance paradigm.
In the era of New public Management, a marketized state was envisaged with a strong market.

However, very soon the deficiencies of the market were visible and the state that had receded had to come forward again.

The problems of NPM, promoted a strong market and a strong but small state, that acted as a catalyst for the markets to develop.

Strong State + Market for participatory and responsive government

① In absence of strong state, a strong market would only serve those that have the purchasing power – No equity

② A strong state can put effective regulations to ensure proper competition in the market. It would prevent monopolies in the

market and interests of people are maintained

(3) If there are weak market and strong state, it would lead to monopoly of state. Therefore 1991 era in India signified it where people were mere beneficiaries and not participants.

(4) In absence of strong state, public policies would be made that would only cater to the rich. It would be exclusionary and keep people out of it.

(5) An overly strong state would lead to bureaucratization. Excessive focus on Rules and Regulations. Apathy towards the people

(6) In case of a weak state and a weak market, there would be no avenues and resources to serve the people.

(7) A strong market would compliment the strong state to promote good governance.

Eg Based on govt's UPI, private build up apps that promoted financial inclusion in the country.

(Don't Write anything in this Area)

(8) Similarly taxes collected from the strong market can help the state to provide welfare to the people.

Eg Corporate Tax is second largest source of revenue for govt.

(9) finally, a strong state means stability, rule of law. These are enabling conditions for development of strong market.

Eg India has world's 3rd largest startup ecosystem.

In the 6th paradigm of Nicholas Henry, there is a need to have both Strong State and Market. They both compliment each other and help in achieving the broad policy goals and development administration.

Feedback

(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

G = Good
A = Average
P = Poor

TOTAL MARKS	

e) Critically discuss the reasons why universal theory remains elusive in Comparative Public administration. (15 Marks)

The idea of Comparative Public Administration has been in process since the writings of Wilson. It got specialized focus through the studies of Fred Riggs.

He focused on creating a universal theory that was cross cultural, ecological and empirical in nature.

However, the process to create a universal theory remained elusive to CPA because:

① Riggs focused on a cross cultural approach, but his observations were based on few countries like India, China, Vietnam only.

② To create a universal theory, you need to provide new structures like Weber. CPA ended up being descriptive in nature only.

③ He wanted to focus on the deductive approach to provide empiricity to the theory. But he like the Classical extrapolated the result for every country.

④ There was an inherent American Bias in the theory. for him, diffracted societies are best and he took America as the diffracted.

⑤ His theory did not specify as to how one could move from the fused to prismatic to diffracted society.

⑥ He failed to appreciate the benefits and specialities of prismatic societies. By not highlighting it, it prevented it from taking a universal character.

⑦ There were multiplicity of approaches to study the Comparative Administrations including:

* Ecological approach
* Bureaucratic approach
* Structural functional
* Behavioral approach

Such multiplicities also prevented in giving a universal character to the theory.

(8) The dynamic structures that CPA tries to study - society, economy, polity keeps on changing around the world - making it difficult to create a universal theory.

Comparative studies and administration has been accepted as a way forward to learn and tackle the future challenges. The Minnow brook-3 promoted it as a way forward.

Section- B

Q.5) Answer the following questions in about 150 words each.

a) Distinguish between Decentralization and Delegation. **(10 Marks)**

Decentralization and delegation are amongst the 4D principles, other being devolution and deconcentration by Gullick and Urwick for an organization.

Similarities and differences between delegation and decentralization

Decentralization	Delegation
① Permanent transfer of power to a lower level of organization or administration	① Temporary transfer of authority and power to lower level
② Here both authority and accountability are with lower level	② Here only authority is transferred, but accountability of senior
③ Generally backed by legal or Constitutional procedure	③ It is generally prerogative of the senior, can be taken back
④ 74th/73rd Amendment	④ Delegation from District Collector to lower agencies

Some of the similarities in them

① Both are done to achieve the principle of Subsidiarity

② They are done to promote participative management in the organization

③ It promotes healthy work culture and greater responsiveness to needs of people

Decentralization and delegation are methods provided in the classical theory of organization to promote greater efficiency of the organization

They are widely used in India to promote the efficiency and principles of good governance in the administration.

b) Argue the reasons for rise of New Public Administration (NPA). **(10 Marks)**

The New Public Administration developed post the first Minnowbrook conference headed by Dwight Waldo in the 1960s.

Some features of the NPA

Goals
- Relevance
- Equity
- Customer Centric
- Values
- Change

Anti Goals
- Anti Technical
- Anti hierarchical
- Anti Positivist

The Reasons for emergence of NPA

① The classical theory led by Weber, Taylor had dehumanized the organization which led to poor efficiency after a point of time.

② The focus on rules and regulations, economic rationality led to failure of development administration.

③ The fact value dichotomy of Herbert Simon had excluded values from the

field of Public Administration that was contested by NPA thinkers.

④ The classical era of the Public Administration was unable to provide solutions to modern problems faced leading to crisis of Identity

⑤ The hierarchy, red tapism promoted by Weberian bureaucracy failed in fulfilling aspirations of the people. eg failure of PSUs in UEM

⑥ focus on only the structural aspect and ignoring the human aspect made Public Administration mechanical and not suitable for changing times

The New Public Administration was itself criticized as 'New Wine in Old Bottle.' It proved to be a discipline model that did not provided any new structure to Weberian Bureaucracy.

However, the use of NPA provided a new dimension to the subject and discipline of public administration.

c) A strong bureaucracy hinders development but development is impossible without bureaucracy. Comment (10 Marks)

Bureaucracy has been long criticized as a hindrance to development. With greater bureaucratization, the state becomes too huge and expensive to handle, sometimes known as "Nanny State".

Strong bureaucracy and hindrance to development

① Too much focus on rules and regulations leading to inordinate delays and cost overruns.

② It promotes monopolization by the bureaucracy leading to inefficient usage of resources.

Eg Before 1991, Bureaucracy was responsible even for manufacturing Campa Cola.

③ A strong bureaucracy resists change as they promote status quoism. It leads to poor socio economic development.

Eg Before 1991, from 1947 - 1990, the net poverty reduction was miniscule.

④ A strong bureaucracy caters all the finances to itself leading to crowding out of private investment.

But development impossible without Bureaucracy

① Proper regulation provided by bureaucracy that prevents private monopoly and promotes competition

Eg Competition Commission of India

② Bureaucracy creates appropriate and enabling conditions for private sector to prosper.

Eg Policies by Central govt like National logistics, PM Gati Shakti

③ It provides funds for the private sector to perform development functions

Eg PPP model

④ It serves to even those that do not have adequate resources to survive.

Eg Welfare schemes like PM Poshan, Ayushman Bharat

⑤ With its participation, it promotes competition even among private players and serve interest of common public. Eg In Telecom sector

The era of NPM and NPS has shown that bureaucracy is here to stay along with private to promote development administration

d) Explain with examples the role of interest groups in agenda setting in India. (10 Marks)

Interest groups are collection of people that try to enhance their demands using various means by pressuring or negotiating with the government.

Their role in agenda setting in India

① They signify the group model of public policy where the one with largest membership can force the govt to act accordingly.

Eg Govt withdrew farm laws after protest by farm groups.

② They further demands of their section of people to benefit maximum from govt resources.

Eg Demand for reservation from Patidar group before Gujarat elections

③ They create broader consensus among people and hold demonstrations on the streets for govt to act on them.

Eg IAC movement for Jan Lokpal Bill in 2012.

④ They interact with the government to frame policies suited for their business.

for eg Groups like FICCI under the elite mass model canvas the govt to reduce taxes, promote financial credit etc.

⑤ They provide their suggestions through means like social Media, petitions, cases in the court to attract attention to cause of people.

eg Groups like ADR → file petitions for greater electoral accountability

⑥ They create groups to demand accountability from the government and push for greater transparency.

eg MKSS for the RTI movement.

Interest groups can have both parochial, narrow or broad view towards the public policy.

It helps in bringing to the notice of the govt the various needs of the people and extend their interest through various means.

e) Analyse the Dicey's understanding of the rule of law and Droit Administrative. (10 Marks)

A.V. Dicey is known for bringing out the concept of Rule of law, that has become the bedrock of Social and Political Democracy around the world.

As per him, the Rule of law entails

① Equality before the law

② No one can be deprived of liberty without being subjected in a court of law.

③ The source of various Rights of people are the judicial pronouncements.

His understanding of Rule of law and Droit Administrative

Rule of law	Droit Administrative
① He promoted equality of law of everyone	① He was against Administrative law as it creates "haves and have nots".
② He propounded that there should be judicial supremacy as it protects the interests of the people	② Was against special courts for trial of civil servants as it subvert the traditional judiciary

(Don't Write anything in this

③ He believed that everyone should be subjected to same set of laws.

④ He was against giving discretionary powers as they would be misused

③ Administrative law in France provides protection to civil servants and only applicable to them

④ Discretionary powers are at times needed to uphold Rule of law.

Dicey and Administrative law

① He felt that powers under Administrative law would create situations to subjugate judiciary

Eg. Use of delegated legislation to prevent judicial scrutiny

② He saw it as a Zero sum game where executive enjoy on behalf of people.

However, administrative law have complimented Rule of law. The discretionary power under AFSPA promotes Rule of law.

Similarly, Administrative law promotes positive discrimination also and ensures equity that promotes the rule of law.

Feedback

(For OFFICE use

#	G
AWIS	
CD & VA	
S & F	
P & R	

G = Good
A = Average
P = Poor

TOTAL MARKS

Q.6) a) Evaluate the approach and methodology adopted by Fred W. Riggs in his study of prismatic and sala societies. What are his criticisms? (20 Marks)

Fred Riggs came up with his approach and methodology to come up with an universal theory of Comparative Public Administration.

The various approaches used by him to study the different kinds of societies:

① Riggs Ideal Model

* Here he divided the societies on the basis of his observation of the traditional Chinese system and system in America.

* He named the 2 systems as - Agraria, where agriculture, frugal living was dominant

* The other being Industria - or the developed world symbolized by the West.

* Realizing that they are not mutually exclusive, he developed a third dimension

* It was the transitionary countries. They lived to move from agraria to Industria and had features of both. He named them as transitnia

② Riggs Ecological Approach

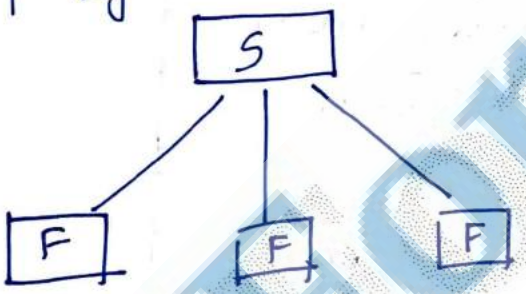
* Here he focused on how the different aspects in the society like culture, economics, political system impact the administrative system

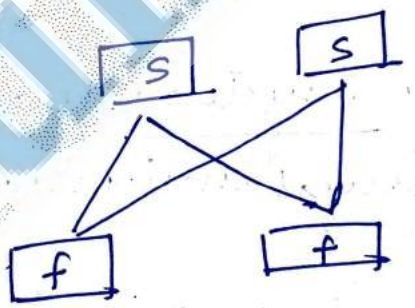
* He tried to move away from the closed system approach that was used by the classical thinkers.

③ Structural - functional Approach

* He divided the societies based on the structures present and the functions done by those.

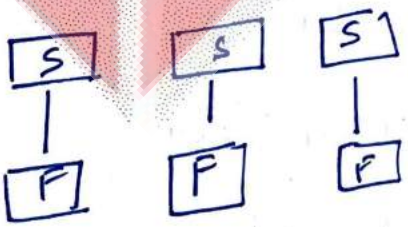
for eg





one structure, all functions - fused

one structure, many function and vice versa - Prismatic



⇒ functional specificity i.e diffracted society

④ Differentiation and Integration

* He divided the societies based on the level of differentiation – functional specificity

* Also the level of Integration – how the functions come together to provide a union.

High Differentiation + Integration = Diffracted
No differentiation = fused
High differentiation + low Integration = Prismatic

Criticism of his model

① Many thinkers have criticized this model of fused - prismatic as equilibrium model that inhibit changes.

② He considers the ultimate goal of any society is to become diffracted. But he omission the benefit of prismatic

③ He does not provide any way for the countries to move from fused to diffracted

④ He has a unidimensional and uni-directional model of development from fused to diffracted

(5) There is lack of empiricity in his model and based on mere observations

(6) Even the most diffracted societies have many drawbacks and scope for development

Eg> In USA, high level of racism.

(7) No country is completely fused or diffracted. There are elements of each type everywhere.

Eg> Saudi Arabia is economically diffracted but culturally fused.

Hence, the model prepared by Riggs is a way to understand the nature of various societies in the world. It kept the foundation for greater open system approach. The importance of CPA was even realized by Minnowbrook-3 and endorsed it.

b) Differentiate between corporation and company and explain why the public corporations are established? (15 Marks)

cooperation and company are two type of organizational structure that are created by the government to achieve the desired result.

The difference between them

Corporation	Company
1. Formed by a special provision and act of Parliament	1. Created under the umbrella act of Companies Act
2. The government is the complete owner of it	2. The government is majority shareholder at 51%
3. It has less autonomy compared to Companies.	3. It has higher degree of autonomy
4. The aim is to further the welfare of the people.	4. The aim of companies is to earn profit and money
5. Generally headed by Chairman appointed by the government	5. Generally headed by Board of directors that can have private participation

6. It can come within the audit of the CAG.	6. It is outside the purview of CAG audit
7. It can be self financed or through the Consolidated fund of India.	7. It is funded by the shareholders or the profit
8. The officers engaged are government officers but not gazetted	8. They are company officials and not govt

Public corporations are established for following reasons

① To perform regulatory functions and ensure private entities work as per rules and regulation

Eg Creation of RBI

② To ensure specialized functions are performed by specialists that are separate from the generalists in the govt

Eg SEBI performs specialized functions

③ To provide services to the people at subsidized rates

Eg LIC providing social security to people.

④ To act as an agent to provide employment to people and attract best talent in the government.

⑤ Public Corporations as a different entity can take faster decisions and prevent from bureaucratic red tapism generally present.

⑥ They are created to provide welfare to the people without giving consideration to economic cost.

Eg BSNL provides services to remote areas that are ignored by private

⑦ They help in ensuring energy security, promote nation's capacity building.

Eg HAL producing fighter jets.

Public Corporations are the beacon of providing services to the public at subsidized rates.

It helps in promoting govt's agenda of good governance while also protect the interest of the people.

Feedback

(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

G = Good
A = Average
P = Poor

TOTAL MARKS	

c) "Instruments of public accountability can be truly effective only if the people and their associations, backed by a responsible media, are assertively pro-active". Comment. (15 Marks)

Public accountability refers to enforceability and answerability that the executive has towards the common public.

In a democracy the executive is accountable to:

* Legislature through questions, motions committees etc.
* The permanent executive is accountable through ministerial responsibility
* The permanent executive has internal accountability mechanisms like hierarchy, code of conduct etc.
* The executive is also accountable through audit like CAG etc.

To ensure public accountability, there are many instruments that are available. for eg

1. Right to Information
2. Social Audit
3. Citizen Charter
4. Public Interest Litigations
5. Media - print, electronic, digital

for this to be effective there are many steps to be taken:

① The media should be proactive and question the govt on its policies and seek answers on behalf of the public.

② The Media should generate awareness among the people about the benefit of instruments like RTI, Citizen Charter

③ If people are aware about the standards of service that they deserve, they can ensure accountability of the same.

④ If there is an active Civil society, it would use these instruments to find the information on governance initiatives.

Eg> MKSS used RTI to highlight Corruption

⑤ An active CSO, NGOs can use PIL's to force courts to make the govt responsive and accountable to people.

Eg> ADR through PIL's have forced courts to take steps to prevent criminalization of politics.

(6) If people are proactive to participate, they can help in Social Audit to ensure outcomes are as desired.

Eg In Meghalaya, the statutory Social Audit has made the grass root democracy stronger

(7) People on their own can use tools like RTI to find information from opaque institution provided they are aware of the provisions.

By proper usage of instruments of public accountability, we can convert a procedural democracy into a real democracy.

The people also become aware the importance of these tools and fight against the govt for their protection and prevent their dilution.

Their usage promotes good governance and enhances the trust of the people on the govt and the democracy overall.

Q.8) a) There is a contradiction between civil service neutrality and civil service activism. Discuss. (20 Marks)

Civil service neutrality is considered as one of the basic fundamental values that has to be upheld by the bureaucracy.

Weber promoted 2 kinds of neutrality, i.e value and political neutrality. The former meant that civil servants should implement just rules and regulations, while latter meant non partisanship.

On the other hand, civil service activism means that civil servants go beyond what is asked and prescribed to ensure goals are achieved in letter and spirit.

These two values have an inherent contradiction between each other

① While neutrality would entail that civil servants just stick to proper policy implementation. The civil Activism would made them do things that are not expected of them and act as change agents

Eg Rahul Kumar, IAS eating food made by a dalit Mid day Meal worker.

(2) Neutrality would mean that the civil servant would not engage in any political consideration. But activism would make the civil servant a whistle blower.

Eg Ashok Khemka going out of turn to expose corruption

(3) Sometimes activism helps in promoting the other values that are expected out of the officers.

Eg Armstrong Pame constructing road from crowd funding → promotes values like dedication to civil services

(4) Neutrality would entail that civil servants are totally within conduct rules. Activism in civil services become problematic when it undermines the authority for lofty goals.

Eg IPS Basant Kumar Rath exposing his own DGP Dilbagh Singh on filmsy grounds.

Neutrality and Activism can become the side of the same coin, if the intention behind the function are within the conduct rules and aim to uphold the Constitutional principles.

Eg T.N. Seshan. By remaining with the rules of the Election Commission, he improved the functioning of the ECI.

He engaged in activism but was completely neutral by being non partisanship and within the prescribed rules.

Hence, neutrality and activism can be contradictory or become the compliment of each other. If the intention to uphold the basic principles and within the framework is upheld it can promote good governance.

(Don't Write anything in this

Feedback

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CD & VA		
S & F		
P & R		

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TOTAL MARKS	

b) The prismatic model of Riggs is equally applicable to developing as well as developed society. Explain (15 Marks)

The Prismatic model of Riggs was the transitionary model that had the features of both fused and diffracted societies.

Generally believed to be applicable only on the developing countries, the model is equally valid for developed countries as well.

Features that are applicable to both

① High differentiation but low Integration

* In developing countries there are functions that are properly allocated to institutions, but there is lack of Integration.

Eg In India, different financial sectors have different regulators like SEBI, RBI, IRDAI, RERA etc. but there is no super regulator

* Similarly in USA, there were multiple regulators but lack of Super regulator that led to 2008 financial crisis.

(Don't
anything

② Poly Communalism

* Developing countries like India has people from all backgrounds, religion, castes.
* In developed countries like USA there are people of various background - Black, Asians, Indigenous

③ Sole Bureaucracy

* In developing, we have bureaucracy selected on merit but further progression on basis of proximity to political executive - Neopatrimonial

* In USA, the President can appoint anyone who is close to him in his council - Neospoils system

④ Overlapping

* In developing, we have existence of both modern institutions and traditional as well.

Eg Supreme Court and Khap Panchyat

* Similar in developed countries.

Eg West Asia → they have modern economic systems but traditional religious houses as well.

⑤ Formalism

* In developing, there is a difference between what is prescribed and practiced.

Eg Constitution says equality but caste discrimination

* Similarly in developed, the difference exist.

Eg In USA → Constitution provides equality but racial discrimination

⑥ Real Source of power

In developing, the de-jure power is with political executive but de-facto power with religious groups. Eg In India, Religious babas have lot of power.

Similarly in developed, this is observed.

Eg In West Asia, de-jure power with Sultan but de-facto with Religious group like Wahabi in Saudi.

The Prismatic model of Riggs is a complete amalgamation of various features that are observed in both developed and developing.

Feedback

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#	Ⓖ	Ⓐ	Ⓟ
AWIS			
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Ⓟ = Poor

TOTAL MARKS	

c) Accountability under New Public Management has undergone a radical change although the focus has continued to remain on management. (15 Marks)

The New Public Management emerged with the failure of the traditional bureaucracy to perform development administration.

Based on the principles of Neo Right philosophy, the NPM focused on Managerial autonomy, privatization, public choice and economics efficiency.

The concept of Accountability has gone under a radical change

① It promoted legal accountability of the bureaucracy from previous moral accountability.

Eg PSUs have to file regular reports on their performance to the regulator.

② It shifted from the rule based accountability to the result based accountability. Just merely spending was not the criteria but proper outputs.

③ The govt enterprises were made to compete with the private bodies. In case of failure to compete, they were either privatized or closed.

Eg In India, Air India was privatized.

④ Accountability has shifted from within, i.e hierarchial to people. People judge the services provided on their mature satisfaction.

Eg People shift to other companies if proper services not provided like from BSNL to others.

⑤ NPM promoted the "exit" and "voice" aspect of accountability. People can easily voice their concerns and if not satisfied can exit and cause economic loss on the company.

Eg Air India → Non Responsive to people, ultimately people stopped using it

focus continued on Management

① The focus has been to enhance efficiency and adopt the best practices of private sector

Eg Corportaization of Ordinance factory.

② The focus has been on proper personnel management and create a "lean" and "thin" management that is sufficient.

Eg BSNL provided "golden handshake" offer to debureaucratize.

③ To focus on proper corporate governance principles and create structures that can ensure adherence to best practices.

Eg> Independent directors in PSUs in India.

④ Despite changing accountability, the focus has been to ensure maximum profits for the well being of the organization.

Thus New Public Management has changed the concept of accountability, but the core has remained the same - application of private sector principles and profit - neoright techniques.

To tackle the problems created by it, the emergence of New public services began that promoted a broad based accountability and kept the public at centre of any organization.

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