

TEST CODE	8	3	5	2	1	9
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ATS 2025

Time Allowed : Three Hours
समय : तीन घंटे

Maximum Marks : 250
अधिकतम अंक : 250

Public Administration / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	Gaurav Pratap Singh		
Roll No./अनुक्रमांक	1910086527	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	12-08-2025

*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			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			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।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			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 पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Total/कुल अंक	250		For Student Only / केवल परीक्षार्थी प्रयोग हेतु	
Examiner's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय : 9:00 AM	End Time/समाप्त करने का समय : 12:00 pm
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*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 कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤
			Evaluation Date/ मूल्यांकन तिथि :	

Note: Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion classes for the tests are also available online in your portal to aid in your preparation. Further, students are requested to see the good copies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and means to improve your answers, or if you have any issues with this test / copy. Ask specific questions, to get specific answers.

EXAMINER'S REMARKS

FORUMIAS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

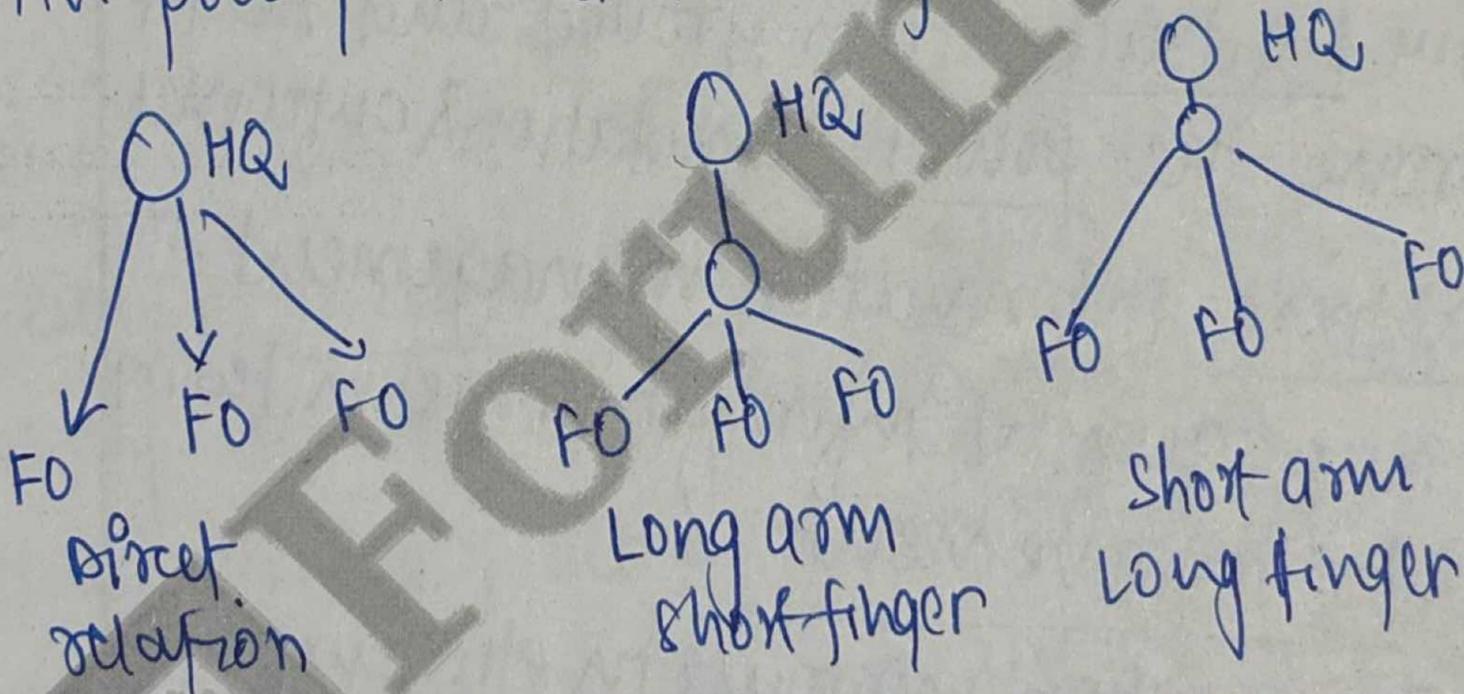
1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. 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.

Section- A

Q.1) Answer the following questions in 150 words.

a) Healthy Headquarters and Field Agencies relationship thrives on effective communication. Comment. (10 Marks)

Headquarters are place where all major decisions of organisations are coordinated while Field agencies are subordinate offices which are entrusted with policy execution at ground.



Classification of HQ-Field relations. (Gulick Urwick)

The above classification shows the various level of relationships, and this is defined by distance of FO from HQ.

This distance can be minimised via effective communication as -

1) Communication ensures trust among HQ-field, and end the psychological stereotyping

(e) HQ thinks field corrupt & FO thinks HQ are arm chaired critics

2) Bottom feedback from ground and helps improve the policy formulation & outcomes

3) Real time information management - i.e. management information system teching of Admⁿ improvement.

→ Organisation improves in efficiency

4) Aids inspection & supervision by HQs on field agency

Overall, communication is the bloodstream of HQ-field relationship

as shown above

Feedback

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TOTAL MARKS			

b) Media has become more of a societal lens than an institutional lens. Analyse. (10 Marks)

Media is the means of communication, when this caters to masses it becomes mass media

(eg) Print media, social media, Digital TV media, etc.

Media has become more of societal lens than an institutional lens means, media shows what the society is thinking on a particular issue. While, being institutional lens it is expected to be presenting facts & figures without any prejudice.

It has become more of societal lens as it —

1) Sets agenda of discussion for the matters relating to social discourse

(eg) stray dog issue in NCR, first media show → supreme court ruling

2) Act as feedback loop in process of governance, society's reaction on policy matters are captured via media

(eg) Farm Bill agitation - 2020 - led to reversal of legislation.

3) It is avenue of society's accountability mechanism towards government's actions.

(eg) Role of media in 2G, coal gate scams.

Overall, media which once only limited to showing news in now a society's image on issues. Thus it is more of social lens now.

Feedback

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TOTAL MARKS			

c) The scope of public administration has been broadened to meet the intricate demands of the people in the age of globalization. Describe (10 Marks)

Public Administration as a discipline emerged after Woodrow Wilson's seminal essay - "The Study of Administration". Since then the question of scope of P.A has been discussed.

The scope of practice & study of administration are closely linked. With emerging demands in age of globalisation, the scope keeps expanding.

For example, globalised world offers citizens - administrative practices of other developed countries to compare. It leads scope of our Administration to enlarge & match efficiency based econ CPA.

Another aspect, as with globalisation citizenry is more informed & well versed with I.C.T technology. This demands action in front of cyber security & data privacy of users.

Globalisation has also enlarged scope of state & administration as regulator in markets as well as protector of rights of our citizens even overseas; to avoid commodification. For eg Consumer courts or Competition Commission

Overall, with increasing demand the scope of operation & study of P.A has broadened. But the core of P.A is largely fixed with policy execution & formulation, law & order & welfare.

Feedback

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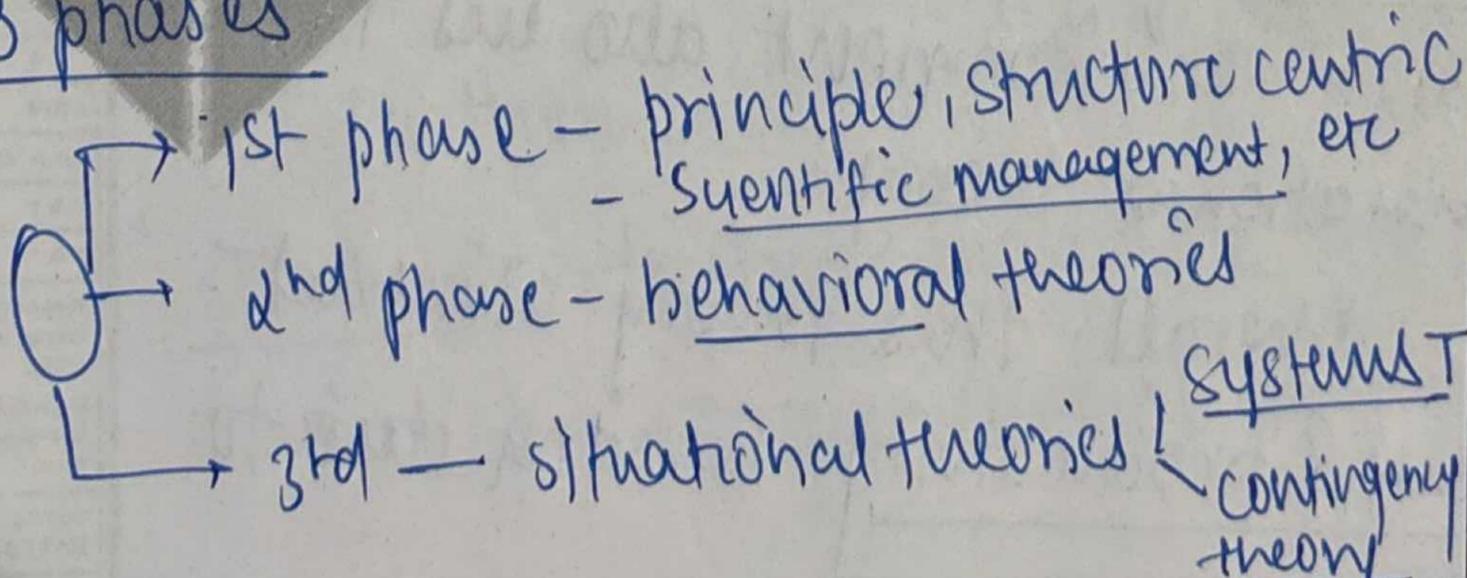
d) Organisation theory is not a single theory; rather, it is a patchwork of various organisational analysis techniques that offers various solutions for various circumstances (10 Marks)

Organisation theory deals with structures, processes and behavior aspects of any organisation.

Public Administration as an institution is also an organisation, hence after start of PA as discipline, it started incorporating organisation theories of management, business organisations, etc.

It is not a single theory, but set of various theories - starting from

3 phases



(10 Marks)

So, organisation theory has incorporated analysis of scientific management, bureaucratic theory, behavioral theories & system theory, etc and offers a situational theory.

Here, structure, behavior & process suitable to result efficiency changes as per circumstances.

For example, Fred Fiedler's theory of leadership lies in this domain, Lorenz & Lorsch theory about structures of organisation in stable or unstable environment also lies in organisational theory.

Overall, this theory aims at efficiency & productivity based on case to

Feedback

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TOTAL MARKS			

e) Chester Bernard stated that the processes of decision are largely techniques for narrowing choice. Discuss (10 Marks)

Chester Bernard, is known as father of Behavioralism. He gave behavioral perspective in the process of decision making.

As per him, decision making is one of two types - personal & organisational. While talking about organisational DM, he says it contains two elements -

value → to decide goal
opportunist → to decide means]

Further, in deciding means the 'strategic' factors play role that are crucial for organisations efficiency.

These strategic factors helps in eliminating unwanted options which are not suitable; while removing such options. The process of decision making becomes essentially techniques for narrowing choices.

Thus, decisions are largely techniques for narrowing choices to select the most efficient way to reach a value laden goal, in any organisation.

Further, Simon's choice segment of decisions are also inspired by Bernard's dictum of decision making.

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TOTAL MARKS			

Q.2) a) ICT through AI can make an efficient and effective Government to execute its policies. Discuss benefits to Artificial intelligence in governance.

(20 marks)

Artificial intelligence is way to train machines to act, evaluate & respond just like human beings. It is machines imitating human intelligence.

Information communication technology, integrated with AI can make efficient & effective governance & help to execute government's policies.

Efficient & Effective because of

➤ High computation speed of AI, as compared to humans.

(eg) Finding beneficiaries out of SBC data for PM Kamukalyan Yojna.

- 2) Cost effective as it may do work of multiple employees.
- 3) Help in standardisation of work ^{Taylor} ~~(system)~~ based on AI's capabilities, will bring improved efficiency.
- 4) It's machine in motion, hence no personal ambitions → zero corruption in policy implementation
- 5) Policy evaluation, monitoring will be done simultaneously with execution hence feedback loop will be ensured.
- 6) For clerical & repetitive works AI will help do work fast & impactful.

Apart from these other

Benefits of AI in governance

- 1) Better targetting & minimum leakages in public service delivery.
- 2) Fast & simultaneous solving of grievances of public → no red tapism.
- 3) Prediction & evaluation of outcomes of policies beforehand.
- 4) Reads pattern & help in prediction & preparedness of disasters.
 (key) Cyclones, Pandemic, etc

But on other hand, AI can not be a replacement of humans in governance process. This is because human centric approach in governance

ensures 'publicness' & does not compromise 'values', 'relevance', etc of NPA to efficiency.

Monomaniacal focus on efficiency & effectiveness does not yield good results in a democratic setup & welfare government like India. Similar to failure of NPM in India.

Just like NPM, ~~too~~ we must take help of AI in governance to enhance BE, but taking care of the end goal of welfare centrism in governance.

Feedback

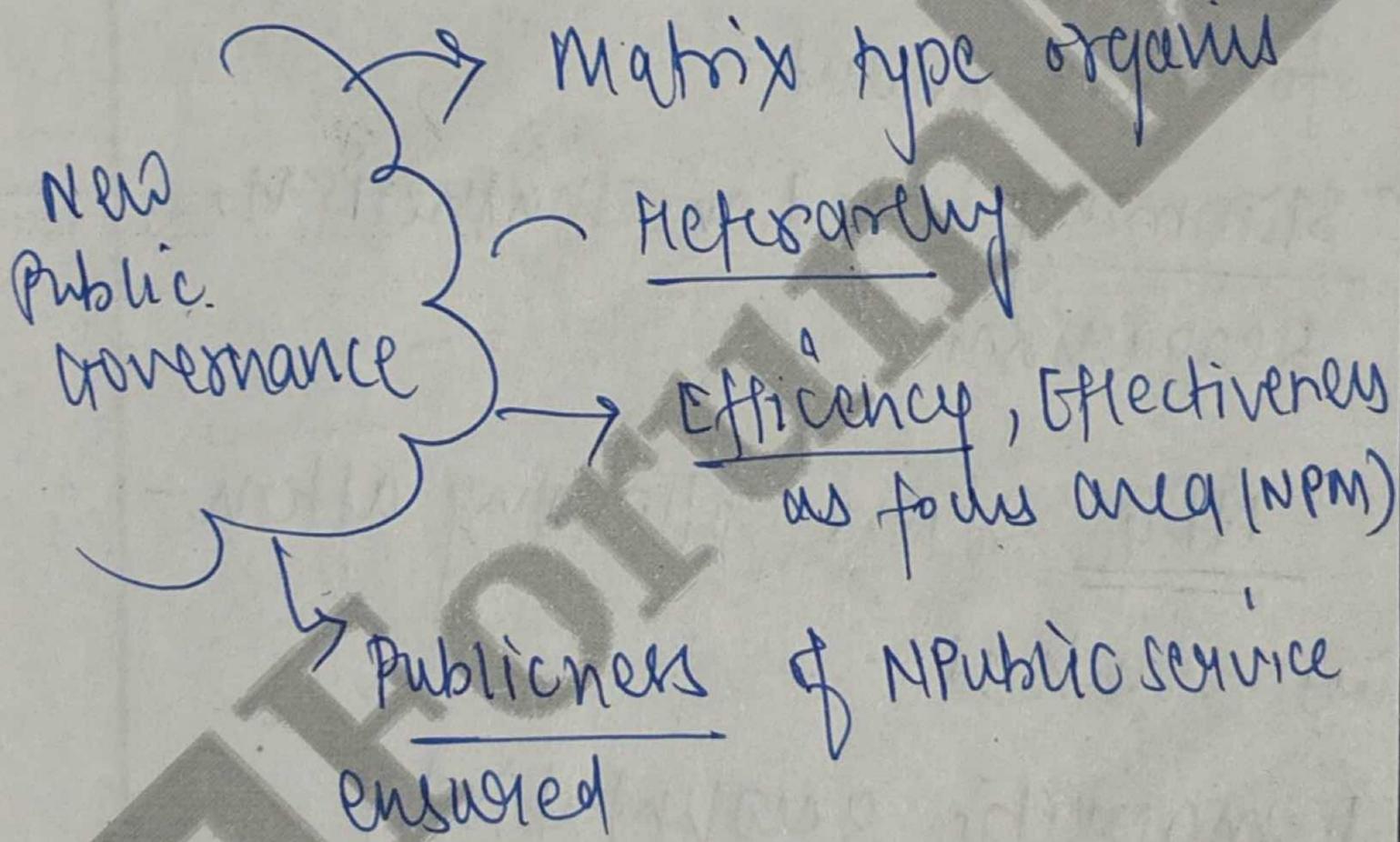
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b) New Public Governance, an emerging paradigm, is contrasted with market-based approaches of New Public Management. Comment. (15 marks)

New public Governance is post NPM model having coagulation of characteristics from various paradigms



It is said to be contrasting with market principles approaches of NPM, such as -

- 1) Outcome / process accountability
- 2) Contracting out
- 3) Steer, not row of govt
- 4) No business to be in business for government.
- 5) Slimming based on Thatcherism, Reaganism.

NPG offers following alternatives such as -

- 1) Democratic accountability
- 2) Publicness in process
- 3) Citizen, not ~~client~~ customer
- 4) Value of public service

imbibed in paradigm of public Administration

But on other hand, New Public Governance also conveys following characteristics of NPM such as-

1) 3E - efficiency, effectiveness & economy.

2) Goal orientation in public Administration.

3) Thus overall, NPG is an encompassing & widely accepted emerging paradigm in P.A.

Feedback

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TOTAL MARKS			



c) Regulatory authorities are independent and effective for controlling service delivery activities but are subjected to extraneous factors. Do you agree? Give reasons. (15 marks)

Regulatory authorities came into realm in background of NPM, contracting out & Globalisation. When more & more private participation in economy arrived. In India it was 1990s - CCI, SEBI, etc emerged.

They are independent in financial & personnel sense, & effective in controlling service delivery activities such as RBI's success in keeping inflation in control, in India during COVID-19 crisis too.

But, regulatory authorities



are subjected to external/extraneous factors, such as, stance of government on particular issue, media reactions on their actions, response from business entities & also from the larger public.

Reasons are -

- 1) Although operational autonomy, but appointed mostly by the executive agency - government.
- 2) Hence, government can directly/indirectly influence decisions of R.A (c) Limit on electricity price during election by Electricity Board
- 3) media & social media, are avenues of public reactions, influences decision of

public backlash on any issue.

(e4) Rail safety after accidents, on CRS

➔ Presence of pressure groups like FICCI by industries to influence decisions.

So, way forward must be as follows

1) 2nd ARC - purpose limitation of regulatory authorities - defined goals

2) FRSCL - financial & operational autonomy via law.

3) Selection of chairman by collegium or parliament directly

Thus regulatory authorities must be will be truly independent & effective

Feedback

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TOTAL MARKS			

Q.3) a) The path of women empowerment goes through their participation in institutions and communities for decision making. Discuss (20 marks)

Women empowerment is the process of developing capabilities, giving opportunities & agency to take decisions, to aim equality with Men in all fields of life.

It is opined that the process of empowerment is sourced via their participation in communities & institutions at equal footing with men.

The path to women empowerment goes through this because -

Institutions: their representation in

Parliament ensures decisions &

policies by legislature in gender specific issues & gender based budgeting too

(e) POSH act for workplace & 6.5%

gender budgeting now in India

2) Police institution - leads to sensitivity towards women crimes like sexual harassment & also makes a venue for grievance redressal.

(e) Only 10% women in police (BPRD)

3) Judiciary: better understanding of gendered justice (e) conjugal rights in marriage

4) Bureaucracy: only 12% in higher positions of secretary & above, they form trickle down effect on gender empowerment.

Communities

1) Panchayats & Urban Governance: NOT equal to 50% despite 33% reservation

2) Social Audit: empowers women to be part of public accountability of governance

3) NGOs / CSOs: women

membership ensures they work in diverse fields.

(4) Naz foundation for LGBTQ+ welfare

Case Study
In Kerala, 67% members of SHG are elected representatives in Panchayats

Overall, these avenues of participation to women create roles of leadership & creates role models, also they help making women centric & women specific policy decisions.

for same reason, government has taken following steps -

- 1) 33% reservation in Panchayats / ULBs via 73rd/74th amendment.
- 2) Nari Shakti Vandan Adhiniyam 2023 for reservation in LS, state assembly.
- 3) Increased gender budgeting to 65% as per Economic Survey 25.

On other hand, women empowerment not only limits in participation stage, but also extends to financial independence via job creation for them, social agency to voice their opinion, et al.

The development process complete when it transforms from women development to women led development. Similar aim is to transform SHG to National Self Help Group.

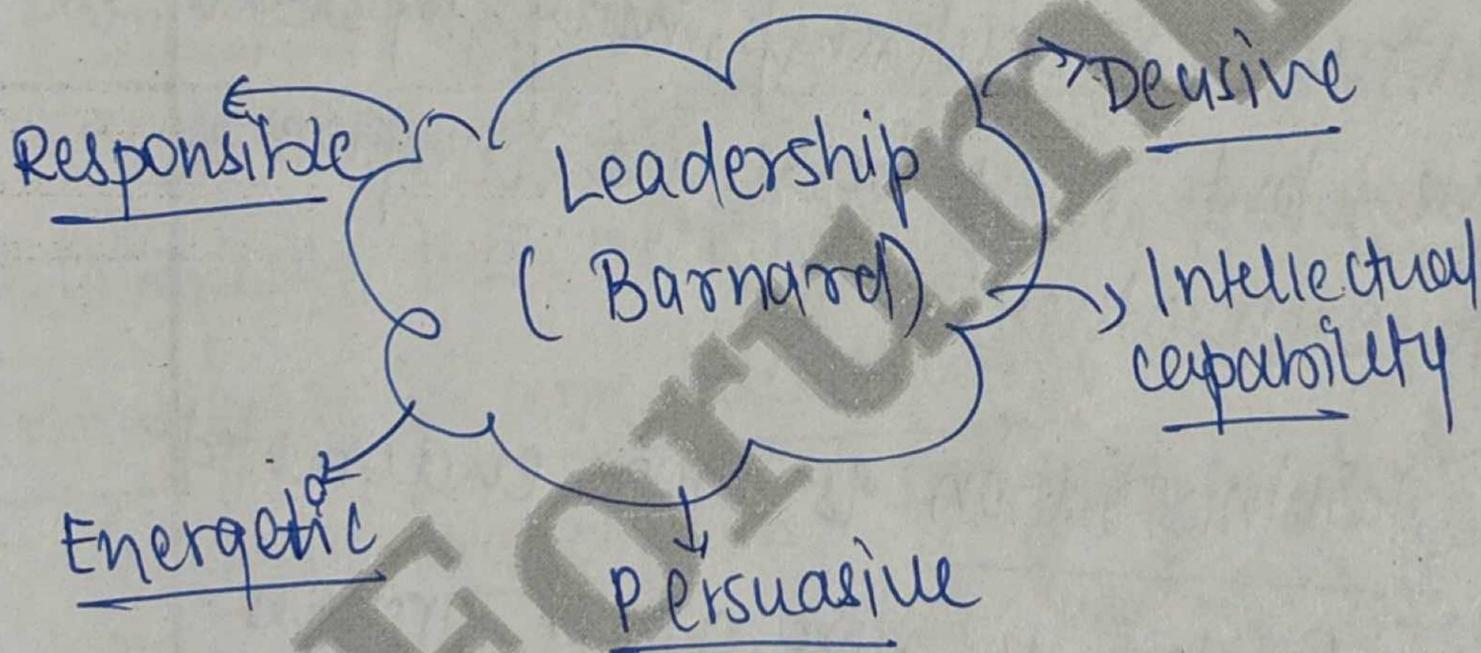
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TOTAL MARKS			

b) While leadership entails setting direction and motivating people, administration is concerned with achieving goals and efficient execution of predefined tasks. Comment (15 marks)

Leadership is the art & process of enlisting others efforts for a common goal. In an organisation it is organisational goal via efforts of employees.



The goal of a leader is to set goals of organisation & help achieving it via directing & motivating subordinates.

Leader motivates through, manipu

lating inducements as per Barnard & also via communication / articulation & charisma as per House.

On other hand, administration is more concerned with goal orientation & efficient execution of tasks. These two administration & leadership, may appear exclusive, but they both are complementary to each other.

Administration is more end oriented while leadership is more about process to reach there. If the process is predefined, a leader will direct energy of all employees & motivates them to achieve the tasks goal.

Here, there are two types of leader - transactional & transformational.

Transactional is more task oriented & rule bound, risk averse & keeps directing top down.

While transformational one is more participative, developing employee's capacity is one of goal of transformational leader along with task at hand. Hence transformational one is more successful in administration.

(ex) Anil Swaroop, IAS - first chairman of Project monitoring group - transformed PMG to Pragati with empowering subords with egovernance.

Overall, Administration to achieve predefined task, need leadership qualities & better participative leader yields better efficiency & outcomes.

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TOTAL MARKS			



c) A trend to adopt innovative practices in administrative ethics is gaining ground for improving public trust in government. Discuss. (15 marks)

Administrative ethics are the moral principles & values which are considered while taking any administrative decisions. Paul Appleby did considerable contribution in field of Admⁿ Ethics.

With change in dynamics of ecology in which administration works, more demanding & informed citizenry. trend of more innovative practices in administrative ethics is gaining ground.

Some of them are -

- 1) usage of e-governance to avoid face to face interactions with public
- (eg) faceless income tax return.



2) I.C.T usage to declare assets & liabilities, on proactive basis by administrators.

(eg) IAS Jagayam declares annually his assets on his website.

3) Usage of DBT, over ⁱⁿ kind support by government.

(eg) Over 1.41 Lakh saved adm^v cost in last 10 years due to JAM-DBT.

4) Principle of collegiality followed in financial decision making, contracts, etc.

(eg) online contracts → based on committee quality checks to avoid nexus.

5) Automation & predictability increases via use of e-offices & AI in governance

6) e-RTI, etc

These all steps are taken to improve public trust on governance &

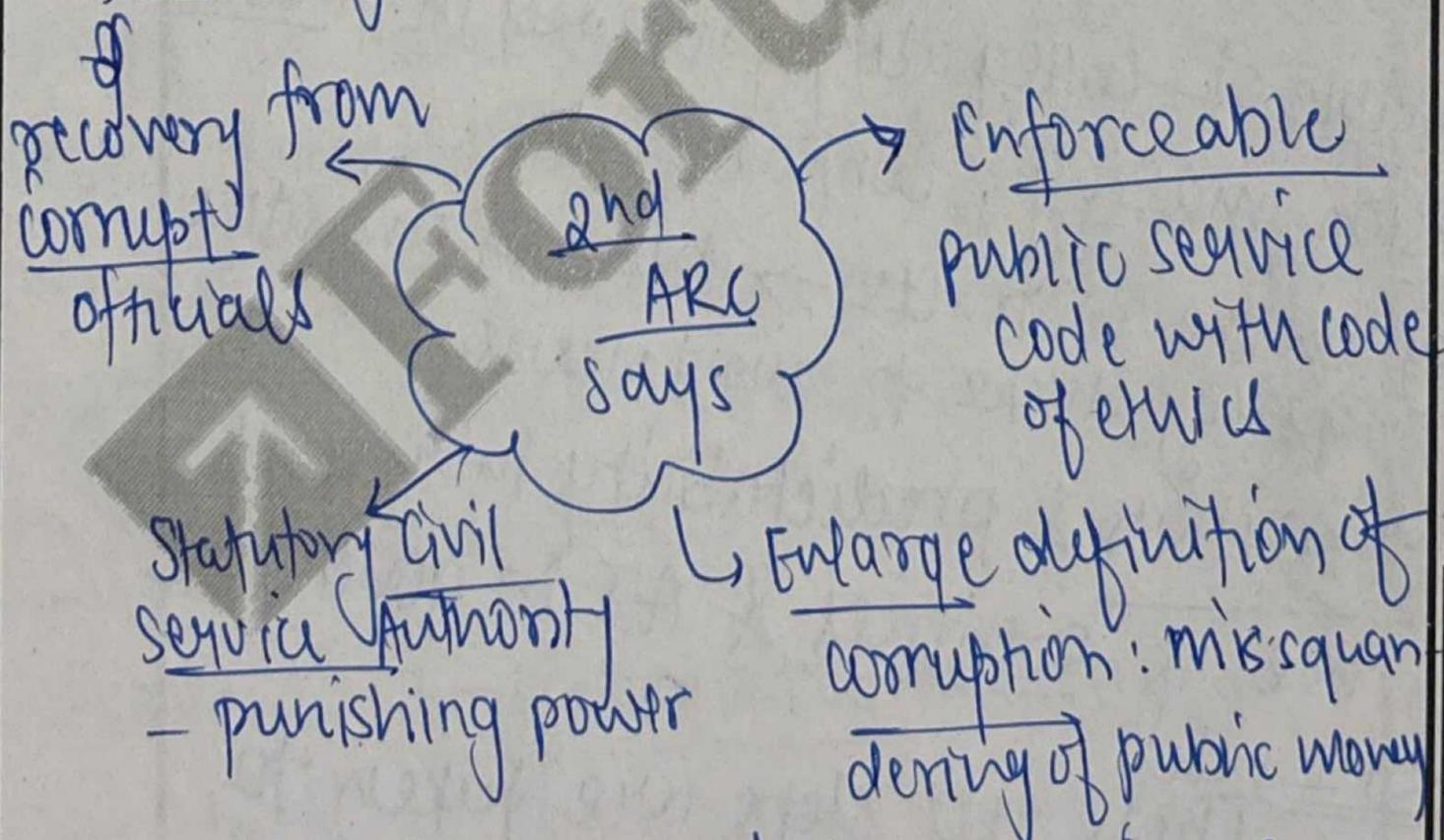
government institutions

Despite these steps, leakages in PDS (over 37% users fake as per CACP), nexus, scams & subpar quality of public works.

(4) Bridge collapse in Gujarat, Bihar, etc

these all raise questions of the administrative ethics. To improve further

following recommendations are to be



The ethics in administration is directly linked to efficiency, as per study of Ferrel Heady on developing countries.

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Section- B

Q.5) Write short notes on the following in 150 words.

a) Civil Servants should be allowed only to cast votes or to participate in the electoral process of the country. Examine (10 Marks)

In the electoral process of the country, the civil servants act as facilitators & administrators of the process. They work directly under Election Commission in India.

They should either vote or act as administrators in the process, because they may-

▷ Impact the neutrality of process, if they act with prejudice in the electoral process

▷ They control critical elements like EVM handling, security of booths, etc

hence political leaning due to casting vote may shed sanctity of process.

But on other hand, they can do both casting vote by postal ballot and conduct elections, if they-

- 1) Follow impersonality & detachment of personal spirit in official work, as recommended by Weber.
- 2) Following rules & procedure, with hierarchical accountability in place.
- 3) Follow principle of collegiality (2nd ARC) for critical decisions of process to avoid prejudice.

Overall, civil servants must be given chance to perform noted duties as well as official duties with processes of neutrality in place as above.

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b) Policy evaluation is part of good policy making. Comment

(10 Marks)

Public policy, as per David Easton is process of authoritative distribution of values. In other words, it states government's aims & to-do list for future.

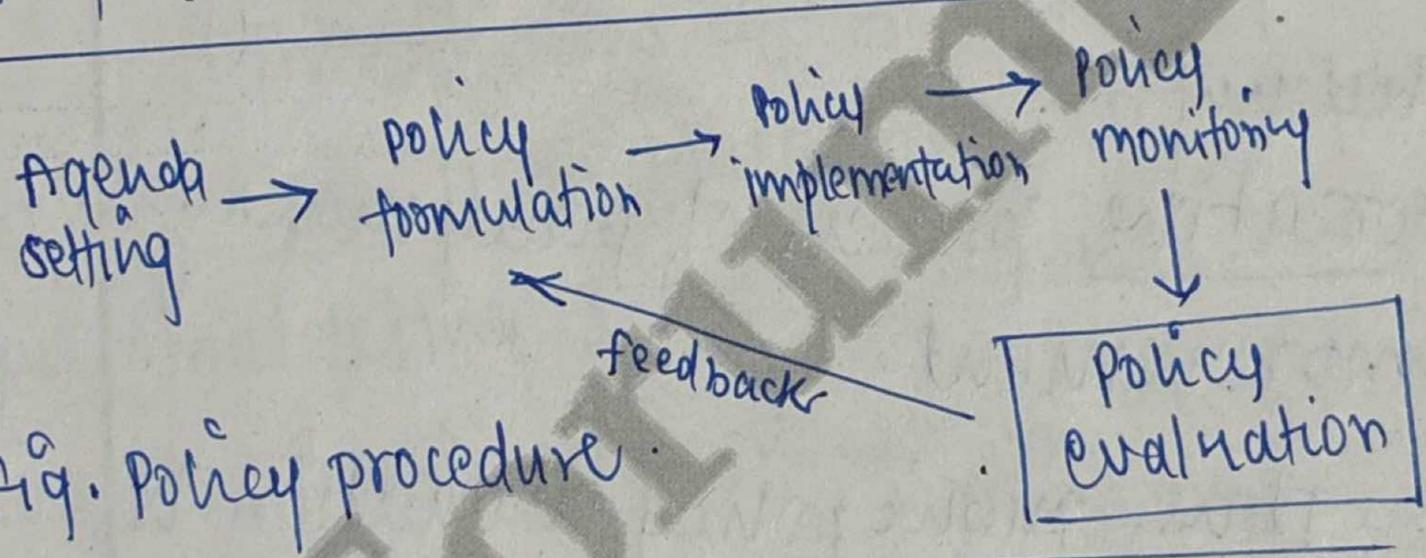


Fig. Policy procedure.

In policy making, policy evaluation is also an important part because -

- It helps in comparing the intended outcomes & actual outcomes of policy.

- 2) Act as an important part in the policy feedback loop
- 3) Brings financial & process accountability, of the policy frames.
- 4) Aims at improving policy outcomes with feedback & thus improving efficiency.
- 5) Iterative process of policy making & improvement.

Thus, public policy evaluation is essential for good & effective policy making. Agencies such as NITI Aayog, CAG, media, civil service organisations, etc play seminal part in policy evaluation & hence good policy making.

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TOTAL MARKS

c) 'Outcome budgeting is advancement over performance budgeting. Explain

(10 Marks)

Budgeting is the process of giving incomes, expenditures & financial plan of a definite period, usually an year by the government.

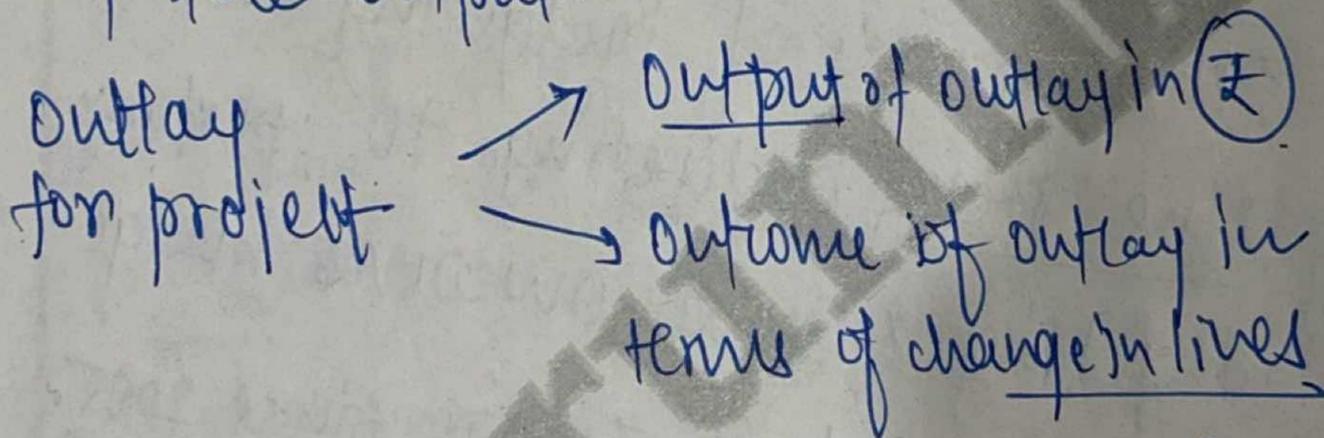
The process of budgeting evolved from line item budgeting, to performance budgeting & now outcome budgeting is performed in India since 2005.

Outcome budgeting is seen as advancement over performance budgeting because -

1) Idea behind the comparison of the output of input (public money) in any public purpose, was ~~is~~ inspired

by performance budgeting.

⇒ Advancement, because, performance budgeting focusses on output in terms of value (money), but advanced outcome focusses on value aspect of the output.



For example, Outcome budgeting will see positive result of investment in PM Jan Arogya Yojna, in how it saved lives of poor & performance budgeting will focus on how much out of pocket expenditure in numbers it has reduced.

Thus, Outcome budgeting is advanced version of performance budgeting.

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Please put tick marks in the above table. Here G is Good, A is Average and P is Poor.			
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d) New Comparative Public Administration (CPA) differs from old CPA. What are the reasons for the development of a new CPA? (10 Marks)

CPA means study of ^{public} administration with cross cultural, national, temporal perspective & it reached its zenith in 1960s under Preel Riggs as chair of comparative Administrative group.

New CPA emerged in 1970s onwards & it differed from old CPA as -

Old CPA	New CPA
- led by Riggs	- led by Goodsell, DP Dwivedi, etc
- Focus on cross-national perspective of PA	- focus on Intranational, supranational too.
- Funded by <u>USAID</u> & Ford foundation	- funded by developing countries govt too.
- Govt as main part of analysis	- NGOs, VOs, etc part of analysis too.

Also, reasons of emergence of new CPA are as follows -

- 1) Thinkers from Asia, Africa, etc also came into realm of Public Admⁿ (eg) DP Dwivedi, etc
- 2) Multilateral institutions wanted study of Administration deficiency of 'third world' before giving aids in globalised era. (eg) World Bank.
- 3) Headstart by thinkers such as Ferrel Brady on developing world's Administration
- 4) Funding to study by own governments too to weed out inefficiency.

Overall CPA & New CPA contribute to world's Administrative reforms & improved efficiency.

Feedback

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e) The ultimate goal of using Management Information System (MIS) is to increase values and productivity in organisations. Explain (10 Marks)

Management information system (MIS) is a group of information management techniques to ensure that organisations' information is available to the decision makers

(By) Decision support systems, etc.

The ultimate goal of using MIS is to enhance productivity & values in organisations, as follows -

1) Providing critical information to enhance informed decisions

2) Ensures smooth feedback loop to improve real time decisions & evaluations of old ones.

3) Efficiency by enhancing behavioral aspects of organisation such as communication of lack of job satisfaction by subordinates.

4) values of employees in any organisation improve as continuously connected to information pipeline.

5) Mayo says - sense of importance is essential for full commitment towards organisation goal (Hawthorne study) here MIS ensures this

Thus MIS, while deals with information flow, ultimately aims to most productivity & increase values.

Feedback

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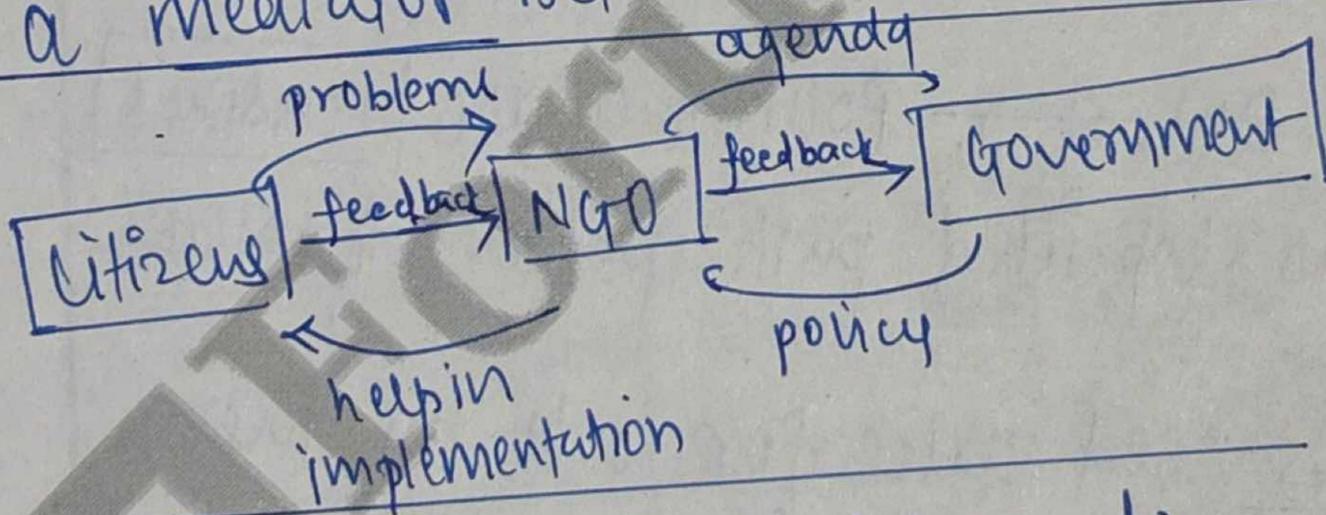
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Q.7) a) The Developmental role of NGO is not uniformed across the country. Discuss with giving suggestions for improvement. (20 marks)

Non Governmental Organisation role increased in 'governance' era of coaction with government institutions for development.

NGOs are voluntary organisations aiming at a particular goal and act as a mediator between state & citizenary



in the process of development.

The role of NGOs is not uniform across the country, they are as follows —

1) Concentrated in developed southern India.

2) Lack of presence in North Indian urban areas.

3) Present in tribal areas of mainland but absent in North East tribal zones.

For eg) - Amnesty international present in human right relief in south, but absent in floods of Bihar.

One of the following are reasons for this lopsided participation of NGOs

1) NGOs need space for role by the government institutions, which are more suitable in states like Maharashtra & Kerala, due to less role of state after development of market after LPY.

2) Fundings & talent search for voluntary contribution, also play role in activity

(e) Bangalore — hub of NGOs

3) Distrust with NGOs & civil society organisations, in tribal areas of North East [outsiders]

4) Peace, assurance to security also act as factor in work of NGO.

(e) Jammu Kashmir → not preferred by NGOs.

5) Government policies like FERA (Amendment) → limiting autonomy to use funds → limits the expansion of area of work by NGOs

To tackle this situation, following are the suggestions :-

1) Vijay Kumar Committee - light regulation for NGOs, to give chance to grow scale of work & area.

2) 2nd ARC - accreditation policy & national center for Accreditation, to certify & give more operational autonomy.

3) Government support for good past work of NGOs → will work as incentive for them.

4) Coaction just like Akshay Patra Foundation in Mid Day meal implementation; to build trust

Overall, in welfare era & lower-burdened state, like NPA said relevance & values in administration is very important and NGOs active participation can ensure this.

Feedback

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b) Most civil service policies continue to link anti-corruption initiatives with civil services ethics, although they are not the same. Comment on need of ethical code for civil servant. (15 marks)

Corruption, as per OECD, is using public office for personal gain. Adding to this, 2nd ARC says, corruption as failure of manifestation of public service ethics.

Most of the anti corruption measures in India, like Santhanam Committee or ARCs have linked corruption & lack of civil service ethics.

While they both are not same, because

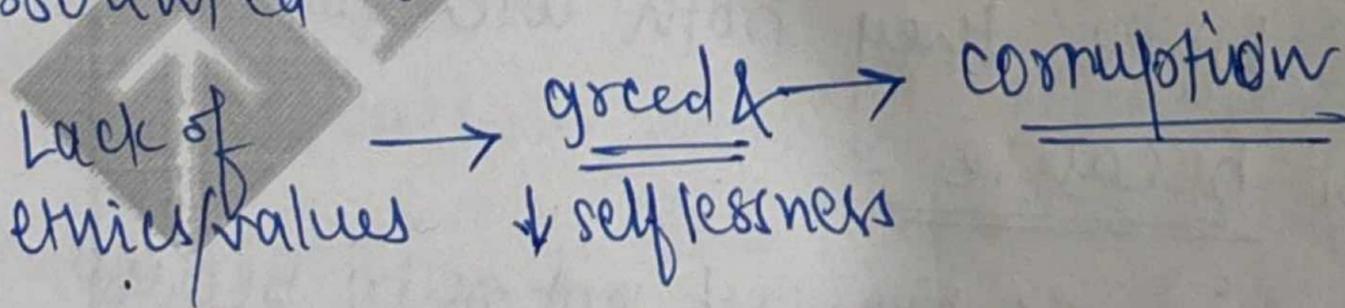
1) Corruption is present not only because of lack of ethics, but also the

Lucrative financial gains.

2) NN Vohra Committee says corruption stems due to nexus of mafia, bureaucracy & politician.

3) sense of impunity by the public servant, even causing 'Matsyandaya' said - it is hard to find corruption like finding whether fish is drinking water or not.

But on other hand, they both (Corruption & Ethics) are very closely associated as -



Hence there is need for a
ethical code for civil servant as -

1) It will clearly list out expected minimum values from civil servants.

2) It will statutorily incorporate the punishment & consequences, which will act as deterrent.

Hence, public service Code Bill 2010

values such as - integrity, allegiance to constitution, public interest as goal of service, etc can act as direction

to draft a ethical code for civil servant.

As, Paul Appleby and thinker like Heady, emphasised role of ethics in the efficiency of civil services. Hence one ethical code is need of hour

Feedback

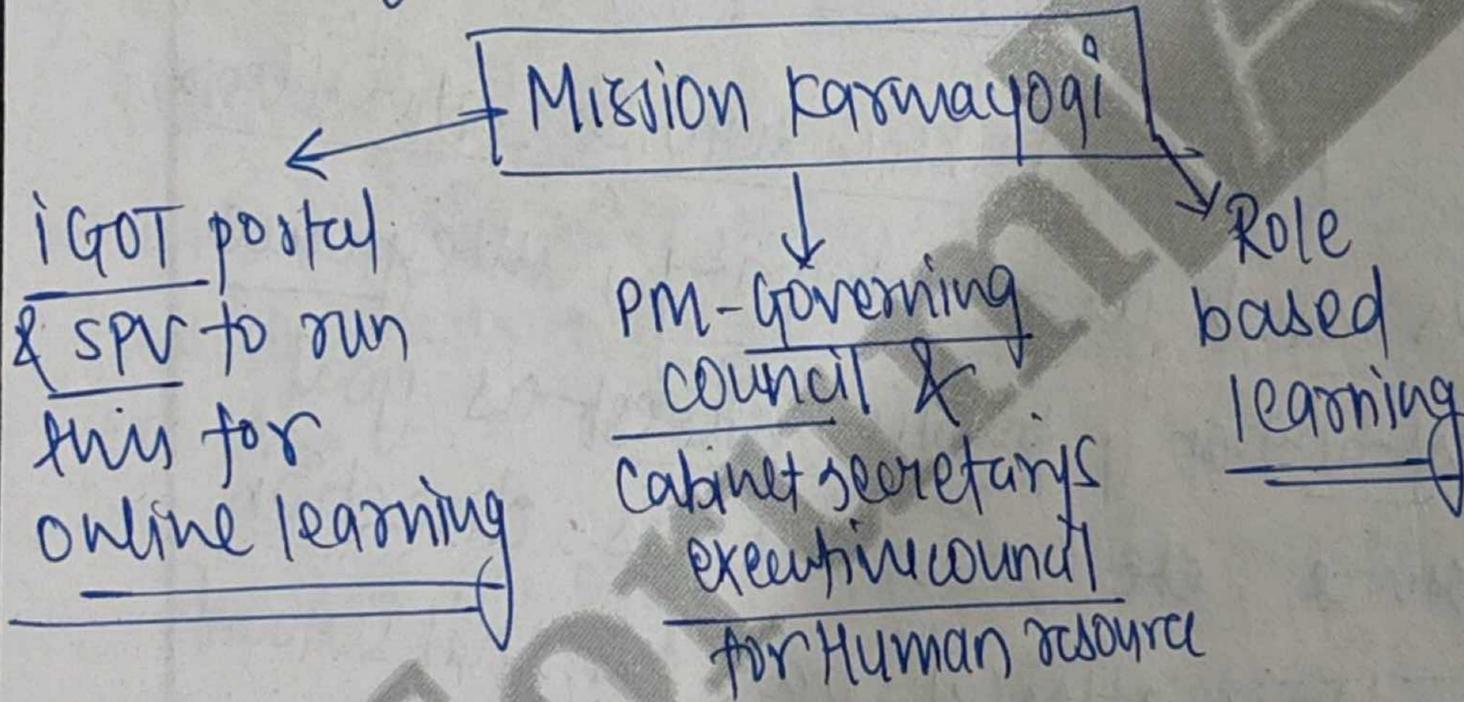
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c) Mission Karmayogi is a philosophical blueprint for transformative Public Service. Discuss (15 marks)

Mission Karmayogi, was launched in 2020, to build a pro people, role based & efficient Bureaucracy in India.



This mission is a philosophical blueprint for transforming public service in following ways -

➤ From rule based to role based P.S aiming at goal orientation & practicality



in training procedures.

2) Dual directional learning module via I.C.T — I GOT postul, from traditional classroom based learning.

3) Efficiency & relevancy at core of Mission Karmayogi

4) Karmayogi making as a goal in this mission, which means—
→ selfless
→ Proactive
→ Tech savvy
from karmchari to karmyogi.

5) Shedding bureaucratic red tapism & following efficient work processes, via technology.

6) Bring innovation in public services

by shedding traditional rule bound, risk averse attitude of public service.

⇒ From textbook based one size fit all solutions to case analysis & active learning via group discussion

④ Chintan shivirs of Ujjwal Model replicated here.

Further, Kiran Agarwal committee recommendations like giving clarity in career prospects, expected core competencies (2nd ARC) of civil servant, leadership development, etc can help multiply the impact of mission Karmayogi in transformation of Indian Bureaucracy.

Feedback

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