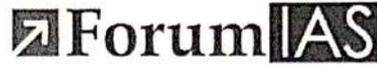


Time Allowed : Three Hours
समय : तीन घंटेMaximum Marks : 250
अधिकतम अंक : 250

Public Administration / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	Manjul Raj		
Roll No./अनुक्रमांक	1910158592	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक	19/ Aug/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 : 2:00 pm	End Time/समाप्त करने का समय : 5:15 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 :	Evaluation Date/ मूल्यांकन तिथि :
			① ② ③ ④ ⑤	

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

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) All policy - making is decision making, but all decision - making is not policy - making. Elaborate (10 Marks)

As per Dror, policy refers to "General directives or main line of action to be followed";

Its making has been said to be akin to decision making since involves making choices, thus leading to argument

of of all policy making is decision-making. It is depicted ~~with~~ so because:

- ① Development policy → involves choosing direction of change. ~~eg~~ sustainable devt) & (s econ devt)
- ② Law & order policy → involves deciding endgoal of law & order. ~~eg~~ policy of controlling ~~the~~ post community policies to same -
- ③ Economic & Fiscal policy → involves

deciding utilization & allocation of resources for achieving outcome. Fiscal policy involves selecting allocation of resources.

however, Decision making is a wider activity with varying application, thus leading to all decision-making being not policy making, substantiated as.

④ Implementation decisions → such as which ^{instruments} ~~route~~ to choose goes beyond policy making.

⑤ Organizational decisions → to determine structure & values of ~~not~~ goes beyond policy making.

Thus, ~~not~~ decision making is a wider exercise w^{ch} encompassing policy making on all of its aspects.

Feedback

(For OFFICE use only)

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Please put tick marks in the above table. Here G is Good, A is Average and P is Poor.			
TOTAL MARKS			



b) The study of Administration should start from the base of management rather than the foundation of law. (10 Marks)

As per EM Gladden, "Administration refers to action taken in pursuit of conscious purpose."

Since action is universal, it is argued that study

of Adminⁿ should start from base of management, further substantiated via:

- ① Enable efficiency → By focusing on tools & techniques that entail optimizing input and output.
- ② Enable co-ordination → ∵ Adminⁿ requires conscious co-ordination among various people (Samand).
- ③ Enable Reduced wastage → thereby enabling economy, which is foundation to management.

However, Administration (esp. Pub Ad) should not only be instrumental,

thus also requires foundation of law, further substantiated because!

④ Defines authority & powers → Laws provide framework within which administration has to operate.

⑤ Defines subject matter → Laws defined the context in which administration is to be utilized for.

⑥ Defines Value & Ethics → which enable normative core of Administration, as per waldo.

Thus Administrative study must be multidisciplinary built upon foundation of law & base of management both.

Feedback

(For OFFICE use only)

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Here G is Good, A is Average and P is Poor.

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c) Affirmative action in socio-economic development has not altogether eliminated discrimination. Discuss it in the context of women empowerment.

(10 Marks)

Affirmative Action in socio-economic development entails "reasonable differential" by reserving certain quota of resources for vulnerable sections.

It operationalizes theory of social equity propounded by George Fredrickson.

However some argue it has not eliminated discrimination because substantiated it!

① Perceived reverse discrimination

→ Male counterparts that think that state is discriminatory against them, justifying their own discriminatory actions.

② Continued Patriarchal norms → As per

NFHS-5, only 10% women take indep. decisions related to health, travelling, etc.

③ Glass-ceiling effect → presents with women occupying only ~ 30% of leadership positions due to workplace discrimination.

However, it is not completely true because affirmative action has.

④ Aided political participation → with ~ 45% of PRI members &桑帕奇 being women.

⑤ Facilitated economic participation → ~ 41.5% ALPR (PLAS 2023) has led to people recognizing their importance in GDP.

⑥ Increased STEM participation → Reservations in IITs ↑ women student to ~ 10%.

Affirmative action has both its successes & pitfalls. Key lies in its implementation.

Feedback

(For OFFICE use only)

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d) To be a successful administrator one must have a catholic curiosity.

(10 Marks)

Weber in his "Capitalism & Protestant Ethos", argued Catholic curiosity as one of reason for emergence of rational bureaucracy & its continued success.

Thus some argued to be successful admin. one must have catholic

curiosity as:

① Fosters Economy → ∴ catholic curiosity promotes austerity & enable utilizing surplus for various purposes.

② Fosters Rule orientation → Catholic curiosity entails adherence to rules while ensuring outcomes.

③ Fosters rationality & impersonality
→ ∴ catholic curiosity entails

separating oneself from duty/power.

However to be successful administrator
 Catholic curiosity alone is not enough.

It ~~also~~ requires various deviations
 away from it such as:

④ Value orientation → One must have
 ethics & value orientation in relation
 to exercise & execution of the rules,
 as argued by Waldo.

⑤ Goal orientation → Adherence to
 rule should not be as rigid as
 propagated by catholic schools, but
 be flexible.

Thus Catholic curiosity is required
 but along with value orientation &
 goal orientation to be successful
 Administrator.

Feedback

(For OFFICE use only)

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e) Administrative law is recognized by its subject matter rather than its form.

Discuss

(10 Marks)

Administrative law is branch of law that enables administration with power & authority ~~common~~ ^{to} fulfil its responsibilities.

It originated out of "British Administrative" & as is said to be

recognized by subject matter rather than form because!

① Procedural in nature → It is fundamentally a law determining procedures for admin. exercise of administrative power.

② Context dependent → Administrative law change its form based context/subject matter its applied in. Eg Health Admin law different from APSP law

③ Incorporate remedies → which are specific to grievances (subject matter) being sought for.

However, form is equally important determine because,

④ Define contours → form defines broad guardrails for admin law to be applied in.

⑤ Define Goals & values → form determine the values which must inspire its interpretation & application.

Thus both form & subject matter are important for recognizing Admin. Law. One can't be divorced from another.

Feedback

(For OFFICE use only)

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Q.3) a) Public administration has been viewed as a socially embedded process of collective relationship, dialogue and action. Examine the statement in light of the consensus achieved in the Third Minnowbrook Conference. (20 marks)

Minnowbrook Conference 3 (MBC 3) was organized under leadership of Rosemary O'Leary.

It was influenced by following background & environment!

- ① Prevalence of Neo liberal ideology & emergence of Post Modernism
- ② Post cold war Era → Fall of Berlin Wall & Rise of China
- ③ Emergence of new technologies
- ④ Disciplinary perspectives like NPA, NPM & Good Governance in vogue
- ⑤ Wicked Problems of Globalization like terrorism, environmental problems, etc.

This led to est. of new holistic

definition of Pub Ad as:

"Public administration is a socially embedded process of collective relationships, dialogue & action".

The benefits of this consensus are:

① Emphasized Ecological Approach → ∴

"socially embedded process" depicts influence of ecology.

② Emphasized Collaborative & networked

approach → as "collective relationships" argues for involvement of various non-govt. actors. National Urban Health Mission (India) consult slum dwellers, NGOs, private org., etc.

③ Emphasized Democratic Processes

→ as "collective dialogue & action"

involved deliberation, implementation & inclusion of varying actors.

Janagraha centre for citizenship & Democracy's role in Swachh Bharat Mission.

④ Reaffirms the normative core → Udy

"Human flourishing for all" as end goal, similar to etymology of "to serve people".

However, there are certain shortcomings to this approach / definition!

⑤ Ignores historical aspect → Wilson

emphasized historical study as one of methods to Pub. Ad. as discipline

⑥ Over generalization → summing up whole of Public Administration

reduce it of its contextual character.

③ Non prescriptive - The concerns just described ongoing paradigms without providing any new perspectives or solutions to "wicked problems".

Despite that, the concerns in definition of Public Administration captured essence of the it in totality, while focusing on both process & goals.

Feedback

(For OFFICE use only)

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Here G is Good, A is Average and P is Poor.

TOTAL MARKS

b) Self-Help Groups have not only empowered women, but have also brought about attitudinal change among all stakeholders towards women development.

Discuss .

(20 marks)

Self Help Groups are small, affinity based groups of individuals (often women) who co-operate through mutual savings & credit.

They enable Amartya Sen's capability approach to development by empowering women with freedom.

It is manifested as:

① Economic Empowerment → provided access to low cost credit, reducing reliance on exploitative moneylenders & foster entrepreneurship. Denlang SHG Manipal utilized mushroom culture, weaving, poultry for income generation.

② Political Empowerment → Increase

awareness of legal rights & mobilize them for political participation. By Lal-ithabai, head of Mahalaxmi SUG (Karnataka) contested election gaining support from SUG.

③ Social empowerment → By providing platform for sharing problems & solving health, education, etc. challenges.
By Kudumbashree, Kerala for improved health outcomes among members.

④ Psychological empowerment → By building solidarity & support system.

however, their impact is not limited to women, & have brought about attitudinal change among all stakeholders.

It is manifested as!

① Governance Administrative focus,

→ Administration has now starting women mobilization for natl devt),

eg Stand Up India Scheme → mobilized 10a women into CHGs for poverty alleviation

② Market reorientation → Pvt. org.

have started to incorporated more women SHGs in supply chain for economic progress. eg HUL's Sustainable Living programme.

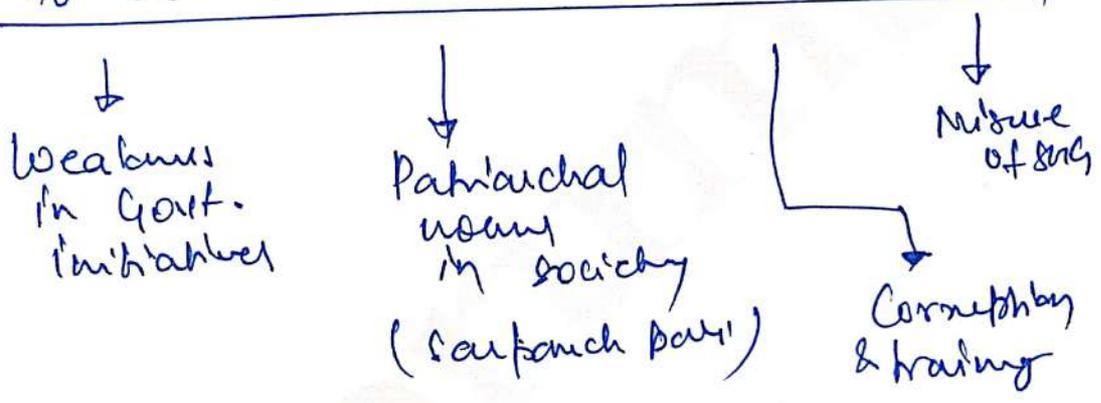
③ NGOs & voluntary organizations →

started realizing success & importance of empowering women as partners.

eg CARE NGO empowers women by generating awareness abt rights.

④ International Organisations → Have shifted from Gender & development to Gender in development approach, by UN

However few challenges still need to be addressed!



Despite Addressing there would fulfil achievement of SDGs (gender equality), thereby fulfilling goal of inclusive development.

Feedback

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Here G is Good, A is Average and P is Poor.

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c) Frederick Herzberg's Two factor theory is more or less an extension of Abraham Maslow's theory of motivation. Comment (10 marks)

Frederick Herzberg's Two factor theory is a dual unipolar trait theory that argues for satisfaction (^{motivation} ~~hygiene~~ factors) & dissatisfaction (hygiene factors) being two separate continuums.

It has been argued to be extension of Maslow's theory of motivation as?

- ① Centrality to Needs → as deciding factor of motivation. ~~Hygiene~~ Hygiene factors similar to safety needs
- ② Socio-psychological approach → identifies motivation as outcome of monetary & non-monetary factors, unlike classical approach.

③ Employee centred approach → Both view employee as crucial determinant for productivity in organization.

However there are differences such as:

Maslow

- ① Prepotency of needs
- ② Hierarchy of needs
- ③ Unidirectional movement

Herzberg

- ① Multiple can coexist.
- ② No hierarchy & all important
- ③ Can be multidirectional & simultaneous

Thus Herzberg's 2 factor theory is both an extension & a deviation from Maslow's theory of motivation.

Feedback

(For OFFICE use only)

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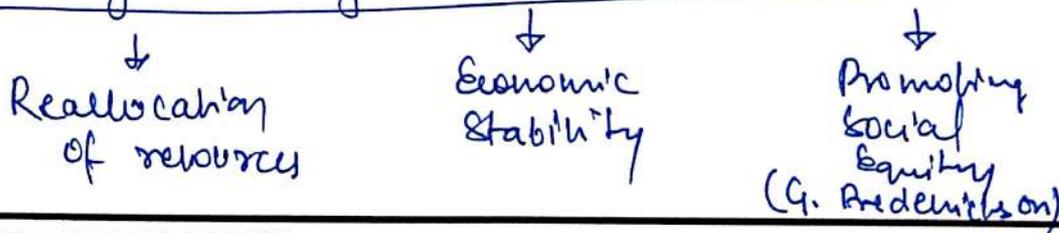
Q.4) a) Emphasis on cost control and reducing public expenditure has diverted the focus of government budgets from the basic objectives of reallocation of resources, bringing economic stability and promoting social equity. Examine (20 marks)

As per Dominick, budget is "a financial plan that explains past financial experiences, draws a plan & projects it over the future."

In Administration it is one of fundamental principles amongst POLDCORB (defined by Gulick & Posner).

However with onset of NPM reforms & PCAs, focus on cost control & reducing public expenditure are + is becoming more central. It

has led to diversion from basic objectives of govt. budgets which are!



It is because!

① Focus on factual orientation → in Decision-making, thereby, trying to maximize rationality devoid of values.

② Increased market mechanism → using contracting out, privatization, etc. to reduce fiscal burden of govt. ∴ market breeds economy. ~~By~~ New PSE Policy, 2019

③ Legislative frameworks → various frameworks est. deficit target to be achieved by govt. reducing fiscal space. ~~By~~ FRBM Act, 2003 in India

④ Customer orientation → diverted focus from social equity to being citizens or customers.

⑤ That being said, the situation is not completely true, as emphasis

on cost control & reducing public expenditure has curbed basic objectives. via!

① Inducing Competition → it has led to wider & broad based allocation of resources. Higher education after post-secondary entry exploded in India.

② Inducing Goal Orientation → such as focus on macro-economic indicators had led to better economic stability.

Higher fiscal prudence in India led to better econ. stability.

③ Decentralization → has led to better social equity promotion instead

of earlier top down, one-size fits all approach.

④ Reduced leakages & corruption →

due to introduction of technology, leading to better social equity etc.
 The DBT saved ₹ 2.5 Lg in India enabling better subsidies for women, & backward class.

Thus emphasis on cost control & reducing public expenditure had both its challenges & succeeding in achieve basic objectives of resource allocation, economic stability & social equity.

Feedback

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Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
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b) Have political realities thwarted the move towards evidence based policy making? Critically examine, (20 Marks)

Evidence based policy making refers to process of policy conceptualization that incorporates factual premises based on past & current realities for defining goals & processes of policy.

It emerged out Bounded Rationality propagated by Simon for decision making. However,

Political Public policy model of Heywood & Gunn argues that policy is an outcome of political processes. ~~That has~~ ^{thus}

~~led to arguments~~ ^{political realities shape our policy} that approaches, with some arguing that it thwarts ^{evidence base} move towards policy.

④ Bureaucratic Political Model → Bureaucracy while trying to maximize its utility limits evidential basis of policy making. Eg Teachers in UP protesting against school mergers & biometric attendance.

However, political realities and evidence based policy making in various ways as well, such as:

① Provide better interpretation → facts/evidential interpretation is based on values, which are crucial for its utilization.

② Enables Collective Rationality → different political demands, leads to checks & balances on extremists.

③ Enables wider evidence → by bringing about uncaptured viewpoints & facts that might be missing in evidence.

④ Fosters better acceptance → A consensus oriented approach ensures that evidence based policy is accepted by all.

Evidence based ~~political~~ policy making is not antithetical of political realities, rather it is embedded in it.

Accepting & selectively adapting would further refine evidence based policy making by incorporating values.

Feedback

(For OFFICE use only)

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TOTAL MARKS	
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making became!

① Imparts value premises → with differ-

-ent political agents arguing for different values. (Budget policy in coalition regimes during UPA II (CPI value, socialism value, etc.) .

② Induces compromises → of facts to

enable consensus orientation among approver. (Rives sharing policies in India.

③ Incorporate Lobbying → which influences

extra-rational factors advocated for by non-govt. actors. (FICCI lobbying for high tariffs in few sectors even though economic evidence argue for opening up sectors.

c) Judicial review, prevention of misuse or abuse of administrative power and provision of suitable remedies are the basic principles of administrative law. Justify how various organs of the State are able to uphold these principles. (10 marks)

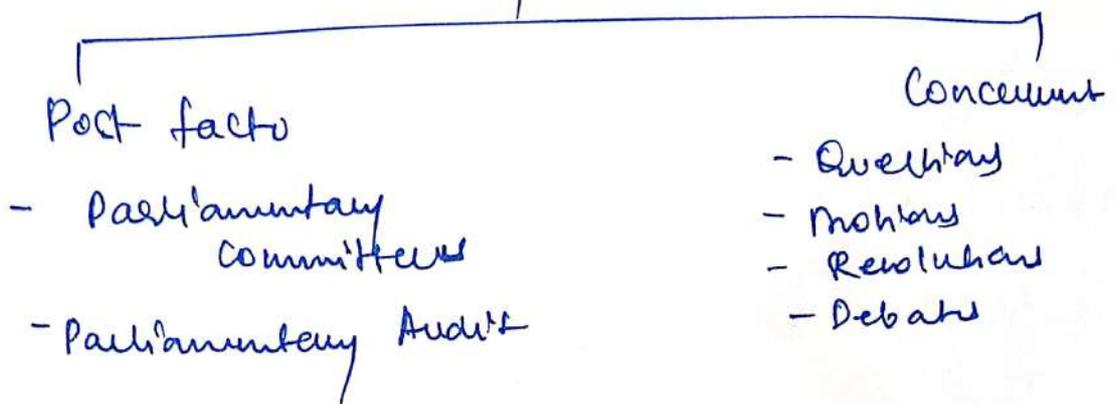
Administrative Law refers to branch of law that clothes administration with power of action & limits on those powers.

These limits are operationalised via its basic principles such as judicial review, prevention of abuse of power & provision for remedies.

Various organs play a role to uphold these by:

- ① Judiciary → It enables Judicial review under Art 13(2) & Art 226 of constitution. Some of instances are:
 - ix Ketavomandya Prakash Case → Ltd amending power
 - ix DC Wadhwa Case → Limited Ordinance misuse by Governor & Pres.

② Legislature → It ensures Administrative accountability via various mechanisms



③ Executive → Enables prevention of abuse by est. institutions & provides remedies.

Central Admin. Tribunal, Information Commissioner.

Above role enables various organs to uphold basic principles of Administrative law.

Feedback

(For OFFICE use only)

#	G	A	P
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Here G is Good, A is Average and P is Poor.

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Section- B

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

a) The endurance of organization depends upon the quality of leadership.

(10 Marks)

As per Follet, "Leadership is not determined by exercise of power, but by capacity to increase sense of power among those led."

This sense of power breeds motivation, thus making endurance

of organization depend upon quality of leadership. It can be further substantiated as:

① Enables Contribution-Satisfaction equilibrium

→ ∴ Better quality of leadership helps to identify right inducements.

② Enables Effective communication

→ The character of which determines

authority & thus enabling organizational endurance. Eg Sundar Pichai's oratory skills entailed Alphabet's success.

③ Boosts employee morale → leaders by creating right work environment enable capacity to persevere amidst challenges. Eg Kiran Agrawal led OYO to profitability amidst COVID crisis.

However endurance of organization also requires :

↓
Effective structure
Eg SA of U'bit

↓
Contingency Approach

↓
Scientifically selected employees
↓
Apt policies

Leaders, though being out of many aspects of org. endurance, are one of the most important ones.

Feedback

(For OFFICE use only)

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Please put tick marks in the above table.
Here G is Good, A is Average and P is Poor.

TOTAL MARKS	
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b) Do you agree with the view that e-governance is the final arrival of Max Weber's iron cage of rationality. Argue

(10 Marks)

e-governance refers to application of ICT to governmental process & governance.

Due to its capability to choose apt means for desired ends, it has been argued as final

final arrival of Weber's iron cage of rationality, manifesting as:

① Neutrality → Technology has been argued to be devoid of value or favoritism. ~~By~~ UMANG seems all equally

② Rule orientation → ∵ ICT works on logic of 0 & 1, it strictly adheres to rules. ~~By~~ DBT reduces leakage of ₹ 3.5 L Cr, ∵ directly perform rule orientation.

③ Separation of public & private ends

→ eGovernance enables this by tracking any potential misuse of public resources for private ends. ~~By~~ ~~Govt~~ GPS enabled PDS

However, it also has various deviations away from it such as:

④ Algorithmic Bias → leads to violation of neutrality with technologies

⑤ Debureaucratization → Reducing the very structure on which Weber's Iron cage of rationality was built upon.

eGovernance is only a tool i.e., a nail looking for hammer. It's way will determine arrival of Weber's Iron cage of rationality.

Feedback

(For OFFICE use only)

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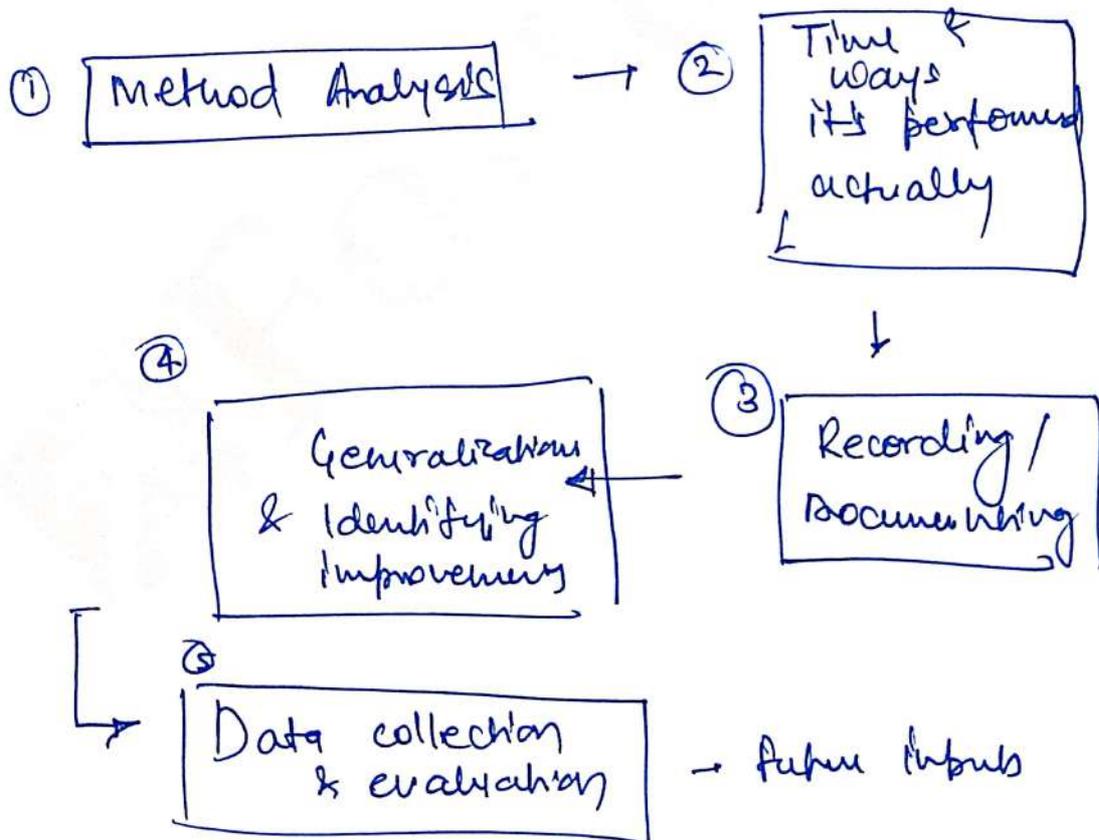
c) Discuss the components of Work Study and their usefulness.

(10 Marks)

Work Study refers to systematic examination of methods to carry out activities to standardize performance of those for better efficiency. It

emerged out of Taylor's SMT,

Components of Work Study are:



Usefulness of time of components are as follows:

- ① Boosts Productivity → By helping identify gaps & rule-of-thumb deviations.
- ② Decreases Cost → By helping identify resource wastages in work.
- ③ Behavioral Analysis → Helps identify est. pattern of behaviour to further improve upon.
- ④ Work condition improvement → Helps identify barriers to work completion.

Work study is crucial for analyzing non-efficient & economical workplaces.

Feedback

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d) Administrative Tribunals have become a necessity in the modern welfare States. (10 Marks)

Administrative tribunals refers to bodies engaged in judicial functions, namely, interpretation of laws & adjudication of disputes.

They have become necessity in modern welfare states because;

- ① Imparts expertise → crucial to address modern day complex problems requiring specialisation.
- ② Address Judicial Burden → As per ^{motion} NJAG, 50+ cases pending in Judiciary
- ③ Enable Speedy Justice → by avoiding complex procedure of judiciary.
 * Lok Adalats have helped settle 220+ cases in such short span

④ Enable wider access to justice

→ does not require to hire expensive lawyers & court fees, reducing barriers.

However, they are producing their own challenges such as:

① Backlog of cases → ITAF has 30000+ cases pending, defeating purpose of speedy justice.

② Vacancies → leading to capacity issues

③ Increased Appellate route → to SC/HC, thereby enabling opp of intended outcome.

2nd ARC reco like independent tribunals commission, 3rd party assessment & ratification tribunals would help, etc.

Feedback

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e) The themes developed at MINNOWBROOK Conference II largely focus on the current and future visions in the field of public administration. Elucidate (10 Marks)

Minnowbrook Conference II (MBC II) was organized in 1988 under chairmanship of "George Fredrickson" at Syracuse University. It largely focused

on current & future visions in field of Pub Ad as depicted via its:

- ① Balanced perspective → Recognized contribution of both normative (value) & empirical, fact oriented perspective (behavioralists).
- ② Balanced Pragmatism with Idealism → Recognized consideration of NPM alongside democratic values of NPA.

③ Balanced Old & New Themes

→ Explored Technology governance, economic (PCA) approaches alongside classical & Behaviouralism.

④ Endorsed Methodological Pluralism

→ Various methods for achieving same outcomes.

⑤ Recognized State as facilitator & as provider → endorsing both

welfare & profit orientation.

⑥ Endorsed Market Mechanisms →

emerging out of neo-liberal ideology & Reaganism.

MBC II has endorsed thematic continuity & thematic innovation simultaneously.

Feedback

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Q.8) a) The entire process of development and nation building hinges on the effectiveness of administrative reforms. Discuss

(20 marks)

Gerald Caiden redefined administrative reform as "an artificial inducement of administrative transformation against resistance".

It enables development of administration, which is crucial for realizing development administration. Thus

Some argue entire process of dev(A) & nation building hinges on admin'y reforms. It can be further substantiated as:

- ① Enables implementation → of development programmes, ∴ helps build required capacity & skill expertise among administrators. ~~By~~ "Viksit Bharat" requires goal oriented capabilities in Admin.

However, administrative reforms alone are not enough. Development & nation building also requires:

① Political reforms → ∵ administration is embedded in large political system, its tone & tenor defines success of development admin.
 By Vohra committee highlighted challenge of political corruption to devt.

② Social & Cultural Changes → ∵ it enable nation building by avoiding values of sectarianism.
 One Nation One Identity campaign of China.

③ Economic reforms → liberalization, privatization & globalization helps address resource inefficiency & induces competition leading to more innovation towards devt.
 By 1991 LPG reforms

② Helps face developmental impediments
 → ∴ inculcates administration with right tools & techniques to address challenges of poverty, illiteracy, etc. ~~By~~ Poverty Alleviation requires admin. reforms of understanding economic angles.

③ Helps Address Resource Scarcity
 → ∴ ^{admin} reforms enable utilization of local & contextual approaches for resource use efficiency.

④ Enables Innovation & Creativity → by reducing old archaic ways of functioning of administration. ~~By~~ ^{led} ~~to~~ eflovescence reforms in India ~~to~~ to better innovative approach in programs like Gati Shakti Yojana.

led to sustained decrease in poverty in India.

Thus development & nation building requires admin. reforms, but they are only a necessity not sufficiency.

Simultaneous political, social, cultural & economic changes would entail success of development & nation building programme. Thus

would fulfil India's vision of 'Vishat Bharat @ 2047'.

Feedback

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b) Gender equality and women's rights have laid down a strong foundation of development. Elaborate (20 Marks)

SDG 5 argues for est. of "Gender Equality" for achieving sustainable development.

India in pursuant to

this worked for Gender equality & women's rights such as :

- ① POSH Act → Safety at workplace (rights)
- ② Gender sensitive policy → Pink patrols
- ③ Maternity Benefit Act
- ④ Welfare schemes such as PM Matru Vandana Yojana, Stand up India, Beti Bachao Beti Padhao, etc.

It has laid down a strong foundation for development via!

- ① Macroeconomic Impact → As per Bloomberg Economics report, Gender parity could add ~30% to India's GDP in long run.
- ② Fostered entrepreneurship → Economic mobilization via SHGs have aided new startups & ventures, adding to India's GDP. By Startup India surges 7500+ women led startups.
- ③ Enabled rural development → ∴ enabled equitable development of agriculture & its modernization. By Esther Duflo study found women led PRLs led to better rural developmental outcomes.
- ④ Better Law & order Administration
→ Oxfam report found that political

rights to women in PRI had to better reporting of crimes & more effective law & order.

⑤ Enabled Better Accountability → By

enabling facilitating women participation in social audits, policy oversight

leading to reduced corruption &

leakages in development administration.

⑥ Induced Sustainable development

→ Safe motherhood interventions & bettering women health outcomes equality has led to better standards for

future generations. By 88% institutional

deliveries (NRHS-S) has led to

reduction in IMR, CMR, etc.

⑦ Increased labour pool → By facilitating increased FLP/R, now standing at 7.7% (PLFS - 2023).

⑧ Led to trickling down effect → ^{income} women equality led to ^{issues} for bottom 50% via care economy.
eg. maids, household work etc.

Gandhiji said "A nation can't become developed, if half its population remain oppressed". Women

right & Gender equality has led to mobilization of this half of population, enabling ^{strong} ~~base~~ foundation of dev't).

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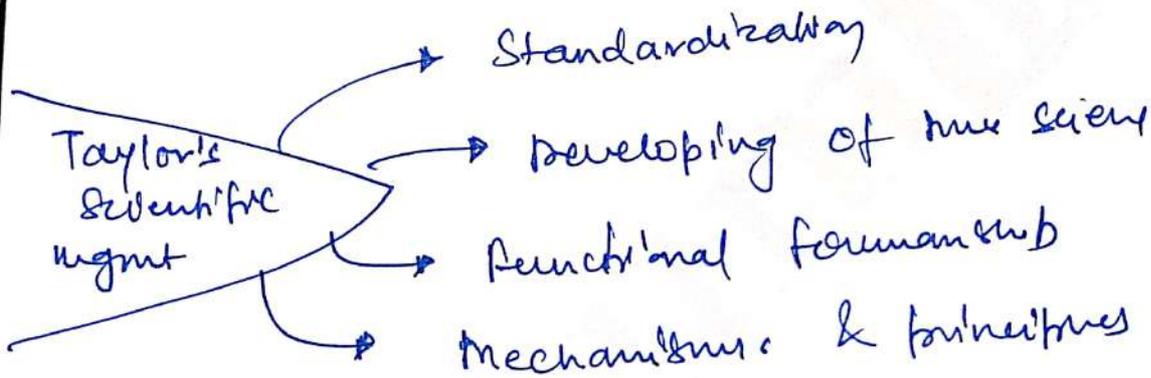
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c) Principles of analysis and principles of action were not differentiated in Taylor's scientific management. Comment (10 marks)

To address labour-management conflicts, corporate demand for efficiency & unregulated factory conditions, Taylor ^{evolved} ~~proposed~~ his scientific management theory



It has been argued that principle

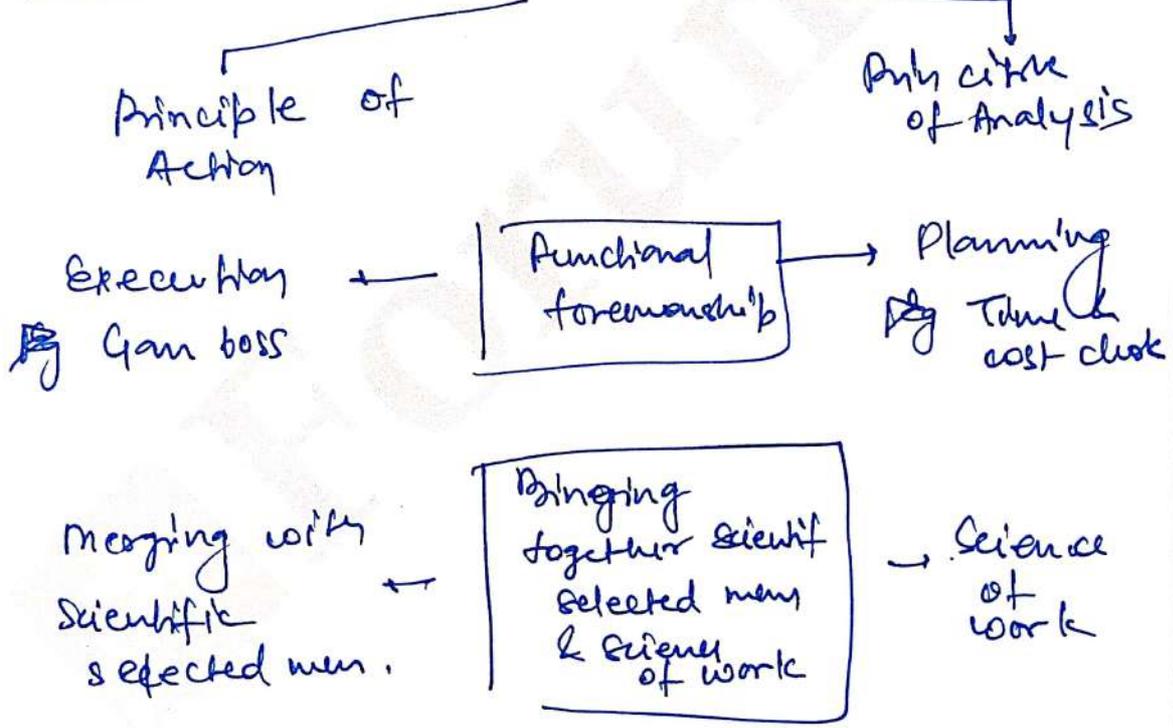
of analysis & principle of action was not differentiated in it because!

- ① Time & work study → Involved both analytical of work & determining action based upon it.
- ② Standardization → Required studying

analyzing actual standards & reaching to remove that & replace those.

② Science of work principle - was based upon analyzing "large daily task", & then generalizing those

However various facts defined differently out of these!



Thus Taylor's work was mix of separation of analysts & action & merging of both, as per requirements.

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