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ATS 20

Time Allowed : Three Hours
समय : तीन घंटे

Forum AS

Maximum Marks : 2
अधिकतम अंक : 2

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	22-06-2025

*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2002

INDEX TABLE / अनुक्रमणिका

INSTRUCTION / अनुदेश

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	
1			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।
2			2. There are EIGHT questions divided in two Sections in the question paper. Question 1 and 5 are compulsory. You can attempt any THREE out of the remaining, Choosing at least ONE Question from each section. 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 प्रश्नों को स्पष्ट रूप से काट दें।
3			3. The number of marks carried by a question/part is indicated against the question/part. You are to 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 प्रश्नों को स्पष्ट रूप से काट दें।
4			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. 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।
5			5. Word limit in questions, if specified, should be adhered to. Any part 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 जाना चाहिए। 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		

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Examiner's Discretion/मूल्यांकन कर्ता का विवेक :	Start Time/प्रारंभ करने का समय : 9:00 AM	End Time/समाप्त करने का समय : 12:10 P.M
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>

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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 पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।	ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	Evaluation Date/ मूल्यांकन तिथि :
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te: Students are expected to incorporate suggestions from the feedback provided in the answers. Discussion class
: tests are also available online in your portal to aid in your preparation. Further, students are requested to see the
ies of the tests and learn from them. You can also discuss your copy with a Mentor and discover ways and mean
rove 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

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 subjective assessment of the examiner.

CD & VA = Content Density & Value Addition. Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of (but not all!) suggestions like quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.

S & F = Structure & Flow = Whether you have structured your answer properly or not. Whether the answer has been broken into 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.

P & R = How your answer performs on the criteria of **presentation, ease of read, clarity and apparent effort** in writing the answer. This affects subjective components of assessment.

Section- A

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

a) To compare administrative systems across countries or regions, scholars use different approaches or tools. List out those tools.

(10 Marks)

CPA emerged as a force in study of PA in 1950s onwards. And this was popularised via works of likes of FW Riggs & Perre Heady

Scholars used various tools, to study comparative PA, such as -

- ① Bureaucratic approach - comparing the bureaucratic structures in different countries - structure, hierarchy, etc
(eg) Michael Crozier in France Administration
- ② Behavioral approach : comparing motivation, leadership, etc of personnels
- ③ Systems Approach - analysis administration as part of system where other part as environment.

- ① Ecological : Gw Riggs followed this & compared ecology (political, cultural, economical) of administration
- ② Structural functional approach of Talbot Parson, where administration is a structure & functions of it as compared
- ③ Development based approach - focus on which administrative system brings development in country
 ↳ later influenced Development Admⁿ

Different approaches enriched the study of CPA but also inhibited it to be a paradigm in PA, because it was unclear of tool/approach to study administration. Dahl criticised CPA on this point.

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Social media is a Parliament of citizens". Explain

(10 Marks)

Social media has emerged due to IT revolution & gives platform for users geographically isolated but still social with others. Some examples are X, Facebook, etc.

It can be said as parliament of citizens due to its similar functionality as parliament in thriving democracies. Some of its similarities are -

① Controlling agenda of public interest by trending patterns.

(eg) Recent Fundkaveri campaign on X, for funding jet engine Kaveri for defence.

② Accountability of executive, similar to parliament

↳ close to 'direct democracy'

(eg) Questioning govt during COVID 19 healthcare collapse, etc.

- ③ Question hours like phenomenon, where people tag & question service provided
- (eg) Tagging Rail minister on 'X'; for delayed train, low maintainance, etc
- ④ Equating mood of electors, narrative building & deciding whether govt remains in power or not like parliament.
- ⑤ Real time, close monitoring of behavior of Administration, just like parliamentary committee on sub legislation.
- (eg) Stops abuse of power - Red light on car - criticised on social media, etc

Thus, social media can be said as parliament for citizens. Although not as clear & pure like parliament, filled with lies & propaganda.

Overall a vigilant citizenry can be antitode to the parliament of citizens functioning & effectiveness.

Bureaucracies react to problems rather than preventing them; this makes them slow and ineffective in handling crises. (10 Marks)

Max Weber gave Bureaucracy as most efficient form of Administrative system in legal rational system of Authority.

Although, Bureaucracies slow & ineffective functioning has been a point of debate since its inception.

Bentham's Law criticises it for being reactive & not proactive, this brings down bureaucracies' ability to secure & implement rules.

Several examples like curative & not preventive Disaster management in India are testament to this argument. Also, Bureaucracy are considered as more means/rule oriented rather than end welfare oriented.

On other hand, features of Bureaucracy such as

- rational
- merit based recruitment
- impersonality, etc

are important in democracies, where political executive is present. Bureaucracy brings stability & thus gives chances to industries to grow & overall economic development of country.

Hence, Bureaucracy needs to be trained in order to be more proactive in approach. Mission Karmayogi in India aims at the role based proactiveness in Administration.

Overall, Bureaucracy needs reforms, not replacement. This is also accepted by post-NPM models like Neo-Weberian state, etc

Though there are certain points of similarity between the public and private administration, no private organization can ever be the same as a public one.

Explain (10 Marks)

Classical theories in public Administration & thinkers like Payol, lullet Howick, etc claimed there is not much difference in how public & private administration are.

There are several similarities in both such as -

① Quest for efficiency, by means of process, structure, etc, in their operation

② Structures - many big private admⁿ also rely on Bureaucracy type organization

③ Personnel practices: due to impact of NPM & Neo Taylorism, public Admⁿ adopted same personnel practices

(eg) Perform or perish, 360° evaluation etc

(10 Marks)

But, no private organisation can ever be same as public one because

- ① Goal is different - prt aims profit, but public aims welfare for people
- ② Democratic procedure & ethos such as equal treatment of all citizens, checks present in public, not private.
- ③ Political head at top of public Adminu station, not private
- ④ Accountability: private - only to profit & bosses
public - towards citizen & constitution too.

Hence there are basic differences in ethos & culture of public & private organisation, but both can learn some parts from each other to improve effectiveness in operations

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Explain the concept of Post-Behavioralism.

(10 Marks)

Post Behavioralism emerged in 1960s as reaction against behavioralism in study of social sciences & public Administration too.

Post Behavioralism concept,

- It focuses on bringing back relevance, values, & connect towards the ground reality to study of PA

- It aims to make PA more qualitative & humanistic in approach

Objectives of Post Behavioralism

- Value orientation of PA
- Relevance in study of PA to issues such as poverty, development
- Change orientation in PA
- Action orientation

This brought study of PA out of overemphasis on scientific study & empirical study without reflecting about how relevant these studies are to current world.

Post Behaviorism also inspired rise of NPA, which is still considered as 1st reinvention in field of PA. Post Behavioralism brought justice, equity into fold of Public Administration.

a) "Departments, Boards and commissions as forms of organization are similar in the context of accountability and responsibility." Analyze

(20 marks)

Different forms of organisations emerged due to demand from environment in which public organisations work.

In welfare era - departments emerged. They are specific subparts of larger organisation, with specific functions. It act as arm of the ~~big~~ ^{parent} organisation. For example - Fishery department of Ministry of Farmer.

During market, NPM era - as the department type of organisation did not suffice the need of competition, collaboration etc. New type of organisation like public boards, commissions emerged. These are bodies where authority & responsibility is

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spread pleorally & not under a single individual. For example - National Board for wild life & National water commission

These type of org anisation are dissimilar in context of Accountability

Department - They are under direct, continuous & close control & accountability of higher org anisation. They're accountable for its task of execution of the goals of organisation.

Boards & commissions They have some form of autonomy & not ^{as} directly accountable like departments - they are like subsidiary offices & not under direct hierarchy like departments. They're generally accountable for its long term failures. (eg) Planning Commission shut down after repeated failure to achieve goals.

In case of responsibility, they're dissimilar because

Departments

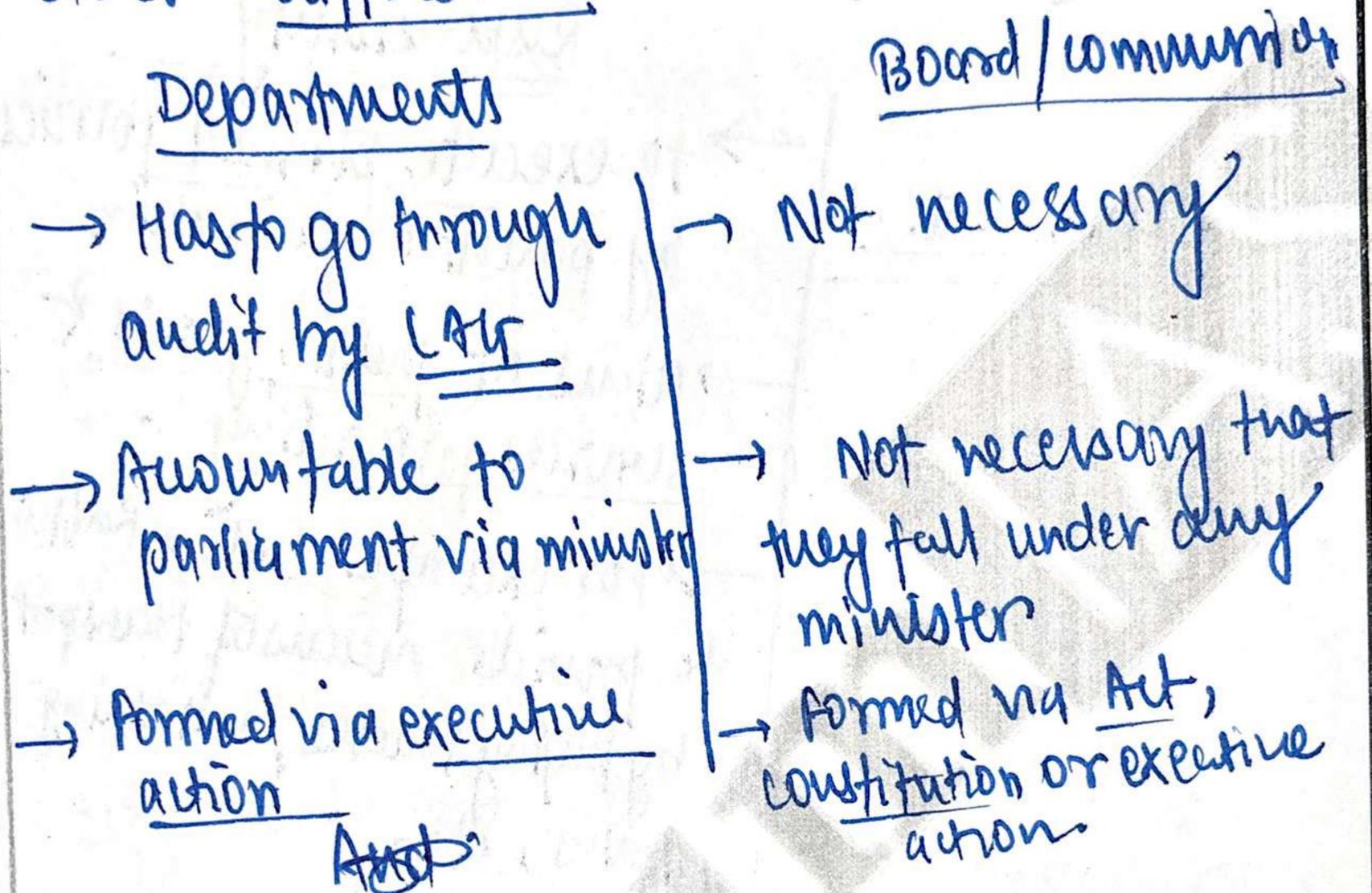
Responsibility

- to execute planned policies by parent organisation
- aims at public goods & services providing.
- For example - Indian Railw to provide means of transport by laying tracks, maintaining trains, etc.

Boards / Commission

- They're diverse such as executive Boards like Rail Board, Advisory board - NAWL, etc
- Hence responsibility as defined by its form
- Generally are advisory & regulating in nature to keep every execution in public interest.

Apart from this, following are the other differences



Overall, Boards & Commission are different from departments in function, purpose & responsibility. They're both important as board/commission generally set direction & department follow direction with execution.

What exactly are we comparing when we study administrative systems across countries?

(20 marks)

Comparative Public Administration
CPA emerged fully during mid 20th century to study administrative systems across countries.

Reasons for emergence are the failure of bureaucratic administration to bring development in developing countries so, aim was to compare conditions in which administration work & then improve efficiency cross culturally.

so, we compare following aspects to fully understand condition of work of Administration -

- ① Ecology of Administration - pioneered by F.W Riggs, in this he focuses on social, political, economic, aspect of environment.

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He considers in 'ecology', i.e. the relationship of system (administration) & its environment impacts functioning of the system

② History of the country: Ferrel Heady says that history of colonialism is imprinted in administration of colonies.

(eg) In India, he talks of authoritarianism in bureaucracy

③ Behavioral aspect: How a person in different context reacts to motivation, communication, leadership, etc.

(eg) In Economically backward country, money will be motivation, but not necessarily in developed rich.

④ Internal structure of Administration - whether prescribed norms followed or not.

(eg) Formalism, Dualism in developing countries (Riggs, Heady)

⑤ Cultural aspect of society: since admin-
istration part of society, culture impacts
the administration

(eg) Sanscritisation of corruption (Kaushik
Bassi) in India - corruption respected
but opposite in Japan.

⑥ Processes & Methods adopted in functioning
of bureaucracy.

(eg) Participative or not - public's role, etc

⑦ Political culture: Authoritarian (v/s) Democr-
atic.

(eg) Communist Administration of Heady
in USSR (former)

These are some parameters on
which different administrations are
studied & after studying thinkers like
FW Riggs came up with models like
'SATA model' present in prismatic society

which gives characteristics of Admⁿ
in primitive societies.

Apart from models, there are also
suggestions to improve Admⁿ effectiveness
for example, after CPA thinkers like
D P Dwivedi, C Goodsell came up with
prescriptions in Development Administration
like change oriented, ecological, etc

Overall, CPA compares across
country administration to improve
them. Even Munnichbrook-III conference
accepted the importance of CPA in
study of Public Administration

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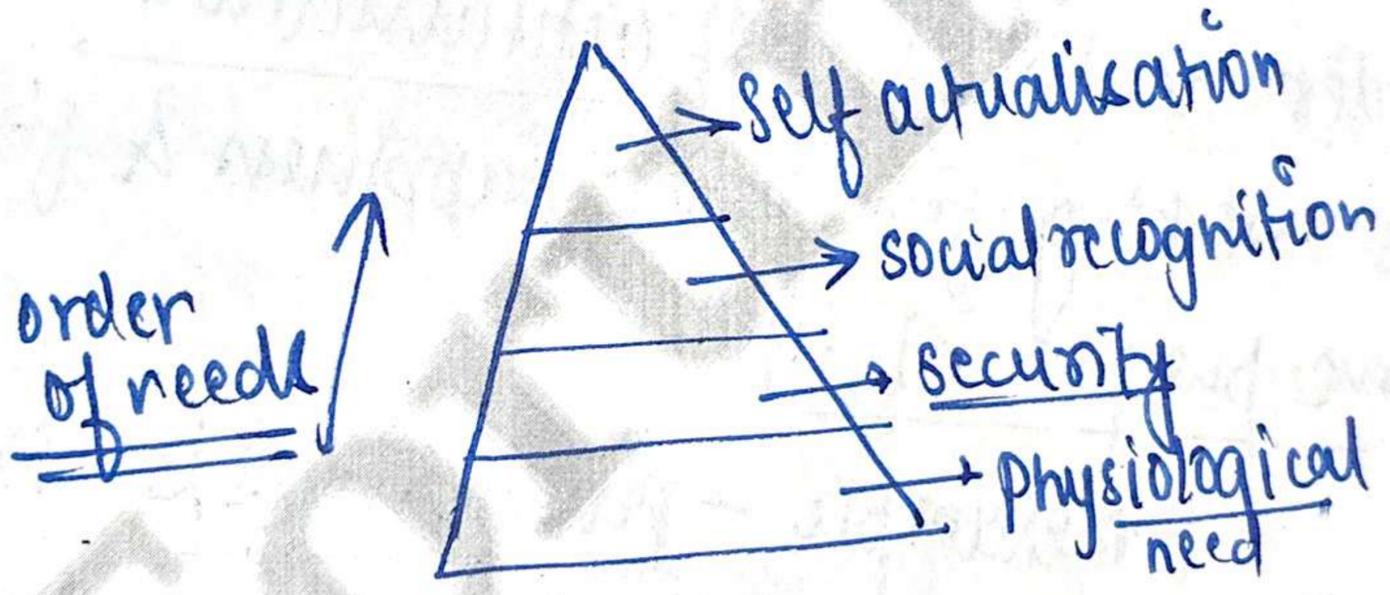
When basic needs are satisfied, the individual becomes motivated to pursue higher-level goals. (Abraham Maslow)

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(10 marks)

Abraham Maslow came up with his Need Hierarchy theory of motivation in any organisation.

His study is centric towards human's perception of needs he considers as per his progress



He says that the needs of individual are hierarchical & are in order. He considers physiological needs such as food, sexual activity, etc as basic needs.

Once these needs are satisfied, human climb up the ladder of needs & move towards security - i.e. job security & securing basic needs.

After this one pursues higher-level goals, like social recognition of his work. This includes public applause.

Finally, the final stage of higher order needs is 'self actualisation'. This is working for inner happiness & finding true purpose of life.

For example - philanthropists like Azim Premji now do 'work for self actualisation & inner happiness - donated ₹ 1000cr during COVID-19'.

Thus Maslow's concept of motivation is centered around needs individual have which he tries to fulfil through his work in gradual & ladder like process.

Q.3) a) A.V. Dicey, a British jurist, in his classic work "Introduction to the Study of the Law of the Constitution" (1885), introduced the concept of the Rule of Law, building upon the classical ideas of Aristotle, who believed that laws, not individuals, should govern society. (20 marks)

A.V. Dicey was a British jurist, who gave the concept of Rule of Law with an obsessive focus on criticism of poor administration of contemporary France.

His rule of law, focussed on 3 aspects namely supremacy of law, equality before law & society as source of law. The aim was to bring everyone equally at parance of law.

He is said to be building concept of R.O.L on ideas of Aristotle, which was essentially to give importance to law & not individual, in governance of society.

R.O.L built on Aristotle's concept

→ This can be said because, the one aspect of R.O.L, i.e. summary of law speaks the same. This means law is paramount & not words of mouth from any individual. Written rules by a legislating body holds highest value in governance.

For example, in India, Income tax act is supreme and applicable & no person can be debarred from paying taxes just because of discretion of administration.

But, on other hand, Aristotle's concept is just foundational to concept of R.O.L & addresses only one part of it. Other two parts i.e. equality before law & source of law is solely is not covered by Aristotle's classical ideas.

→ Equality before law : This means, every citizen is subjected to same law irrespective of status. For example Article 14 of Indian constitution says same

→ Source of law is society - This means, that laws are what court of law says & arbitrates & source of law is society alone & not a book like constitution

Overall, the basis of the Dicey's R.O.L may be inspired from Aristotle but not the whole concept as R.O.L is much more wider in scope than Aristotle's idea.

On other hand, Dicey's R.O.L is also not universal now. As per the current environment, Rule of law does not only mean following the

law in place, but also now fair
& just the law is. Hence Dicey's
R.O.L only focus on the ~~to~~ presence
& process of law, but not the core
aspect i.e. content of law.

To sum up, the concept
of Rule of law is evolutionary,
it started from making written
law as supreme, inspired from Aristotle.
Then Dicey enlarged scope to include
equality aspect & now the scope is
even larger on how the law is applied
to on citizens.

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What is the concept of delegated legislation? Why is it considered as a necessary evil? (20 marks)

With the advent of welfare state, as the functions of states got enlarged. The need for administrative law & delegated legislation arose.

Delegated legislation :- This is process of delegation or transfer of law making power by legislative body to administrative body. For example in India, Environment Protection Act is passed by parliament, but EPA rules for e-waste, etc are made by administration.

The Delegated legislation gives room for ground reality based tweaks & adding of details in sublaws, rules, etc of parent act for better implementation.

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The process of D.L is considered necessary because -

- 1) Parliament cannot have the time & work capacity to come up with detailed laws.
- 2) Parliament is not a body of experts & do not have experience of grounds hence law will have technical expertise lacking.

(eg) Urban planning - Smart city mission, approved by parliament, but rules for e-governance control, waste management by administration

3) Parliament can not be innovative & experiment with the laws, hence it leaves room for same via D.L. But the sublaws & innovation must be within per-view of parent Act.

Also, the concept of Delegated
legislation is also called as evil
because -

1) This undermines 'separation of
power' as it gives law making
power to executive body

2) D.L can enable administration have
discretionary power & also monopoly
over sublaws. TIARC says these
both enables corruption in administra-
tion.

3) This may help make Bureaucracy a
'institution', what Weber was afraid
of.

Above reasons show why D.L
is a double edged sword. To maximise
utility & minimise the threats out
of D.L. following measures can be

taken -

1) Parliamentary control over D.L, by means of Parliamentary Committee on subordinate legislation to check

- D.L not outside scope of its power.
- D.L under scope of parent law.
- D.L not violative of fundamental rights of citizens, etc.

2) Participation from citizenry via Social Audit, RTI Act, e-governance, Grievance redressal, etc. to check that D.L is not ~~ab~~ overused & against public interest.

The concept of D.L in today's era is important for smooth application of law, & its use must be checked for abuse of this power, to make maximum output for welfare of people.

c) "The prismatic model of Riggs is equally applicable to developing as well as developed society." Explain (10 marks)

F.W. Riggs is called father of Comparative Public Administration, who gave his 'prismatic model' in his work as part of CAG (Comparative Administration Group) in 1960s.

Prismatic model is an ideal model where countries which are in transition between developing & developed are characterised & focus was on administration of these countries. i.e. SALA model of admⁿ

This model is equally applicable to both developed & developing countries

as -

→ Formalism : i.e. difference between prescribed & reality, must not be a feature of admⁿ for both developing & developed

→ unbalanced polity i.e. difference in

authority & exercise power should not be in a healthy democracy

→ Bazaar Canteen model: present in both developed & developing, for example in France - centralized admⁿ -

→ Poly communalism :- In developed & diverse countries too, it is present

(eg) USA - blacks movement, voting pattern in group shows this allegiance toward their ethnic group

→ Heterogeneity & Overlapping is feature of both type of countries.

(eg) Madrasa in UK too nowadays & schools too

However the degree of above characteristics vary in both type of countries.

Overall, the prismatic model is applicable to certain extent to both & these are things & characteristics in SALA model which needs to be avoided by both to have better efficiency in Admⁿ

Section- B

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

a) The Contingency approach argues that no single organizational structure or practice works in all situations. Instead, the best approach depends on the context.

(10 Marks)

Contingency theory is a recent phenomenon in organisation theory in discipline of Public Administration.

Before CT, Classical theories focussed on universalism of approach in organisation, Behavioral theories rejected this & focussed on psychological aspect. Finally, systemic theory came up with impact on environment & context.

Contingency theory in continuation of same says that, no structure or method can work effectively in all situations & contexts.

→ Burns & Stalker came up with Mechanistic & Organic organisation, for stable & unstable environment respectively

→ James Thompson in CT came up with 'organisation in action' & suggested type of organisation as per work they do
 (eg) → mediating, long linked, etc

→ Mintzberg called for accommodative organisations.

Thus Contingency theory believes in change in organisation's structure & process it follows as per demand of context i.e. work they do, technology era they are in & environment they work in.

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Accountability under New Public Management has undergone a radical change although the focus has continued to remain on management.

(10 Marks)

NPM emerged in backdrop of philosophy of New Right gaining popularity & success of private sector in achieving ~~goals~~ goals.

NPM believes in contracting out, roll back of state, managerialism, etc. in public Administration will bring efficiency.

But, NPM is criticised for its overemphasis on efficiency & ignorance on accountability. The concept of accountability has gone radical change-

- ① From process accountability to outcome accountability
 → efficiency based accountability
 like private sector

(2) focus moved away from hierarchical accountability & democratic accountability

(1e) focus not on welfare & good for citizen but on operational efficiency only

This point was raised by New Public Service, which bring back focus on democratic accountability in P-A

Although the focus of NPM is on management as seen as continuance from earlier approaches. The study of Public Admⁿ, from start focussed on management, starting from principles era, to era of behavioralism, etc focus of study was how to bring more efficient management by focus on structure, motivation, inducement, communication etc.

But the importance of NPM in field of PA can be seen as it is considered 2nd reinvention in PA by Mohit Bhattacharya

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Early in his career Riggs supported the idea that transplanting American administrative models into developing countries would accelerate growth. (10 Marks)

Explain.

F.W. Riggs is considered as father of CPA. It means that he emphasised the need of study of administration from cross cultural, national & temporal view.

But, in earlier days of his research in PhD in USA. He considered that USA's administrative model is ideal & it can be imposed on any country in world to bring effective development & growth.

It was only after his study as chairman of comparative Administrative group in 1960s, he realised that administrative model needs to be ecological.

It means that, administrative models are not universal but are required to be contextual to the ecology i.e. social, cultural, political, economical environment of the country

Later he came up with 'prismatic model', where societies are differentiated & SALA model characteristics of Admⁿ were listed.

Overall, Riggs started from a universalistic & ideal point of view of administration but gradually he felt requirement of comparative study & ecological Admⁿ, which reflects in his last article in 2006 where he lists prismatic & oino type models for development

1) Differentiate between corporation and company and explain why the public corporations are established? (10 Marks)

Corporations & companies emerged mainly in NPM era, where state had to collaborate, compete with private sector in form of joint ventures, PPP, etc.

Differences

Corporation

- ① Formed via separate act
(eg) LIC Act
- ② Wholly owned by government, generally
- ③ Objectives, functions, relation with other govt body enumerated in Act
- ④ Purpose is public welfare.

Companies

- ① Formed via executive order under Company's Act, 1952
- ② > 51% owned by government
- ③ All these are listed in executive order & not act
- ④ Purpose is business activity.

Public corporations are established

because -

- ① for more autonomy & to serve public interest in operation.
- ② To make it free from political interference.
- ③ System of accountability, as owned by govt & efficiency, as managerial practices from private sector adopted.
- ④ High flexibility in operations in terms of finance, acquiring property.

Although, many corporations are now converted into companies due to efficiency aspect - For example - LLC's
 IPO is avoided now.

Strong market as well as Strong state is the necessity for both participatory responsive government. (10 Marks)

The debate of strong market & strong state is long standing.

The public choice theory & NPM calls for strong market & skin state, but school of thought such as Blackburn manifesto support role of state.

Strong market brings -

- ① Institutional pluralism, breaks monopoly of state
- ② Less to No interference of state in operation of private sector
- ③ choices for customer/client in service delivery
- ④ Overall responsive environment

This was supported by 'Washington' consensus in USA.

Strong state brings

- ① Democratic accountability in state
- ② welfare orientation in operation of administration.

Overall, both efficiency & accountability is required for effective administration & governance.

Contemporary development in this regard is 'Cornwall consensus' by G-7 countries where free market is supplemented with slight regulation by state in public interest.

This will avoid crisis like 'East Asian Tiger' economy crisis & not bind market in shackles of bureaucracy.

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2.6) a) The emergence of CPA in the mid-20th century was driven by a mix of global political changes, academic movements, and practical development needs. (20 marks)

Comparative Public Administration, was initially started by Woodrow Wilson in his seminal essay the study of Administration 1887.

Although the practice of learning from others in administration is very old but systematic study of CPA is a recent phenomenon.

P.A in C.P.A means the study of cross cultural, cross national & cross temporal way, to make study more holistic. The formal CPA emergence with force is traced from 1950s with formation of Comparative Administration Group under chairmanship of F.W. Riggs.

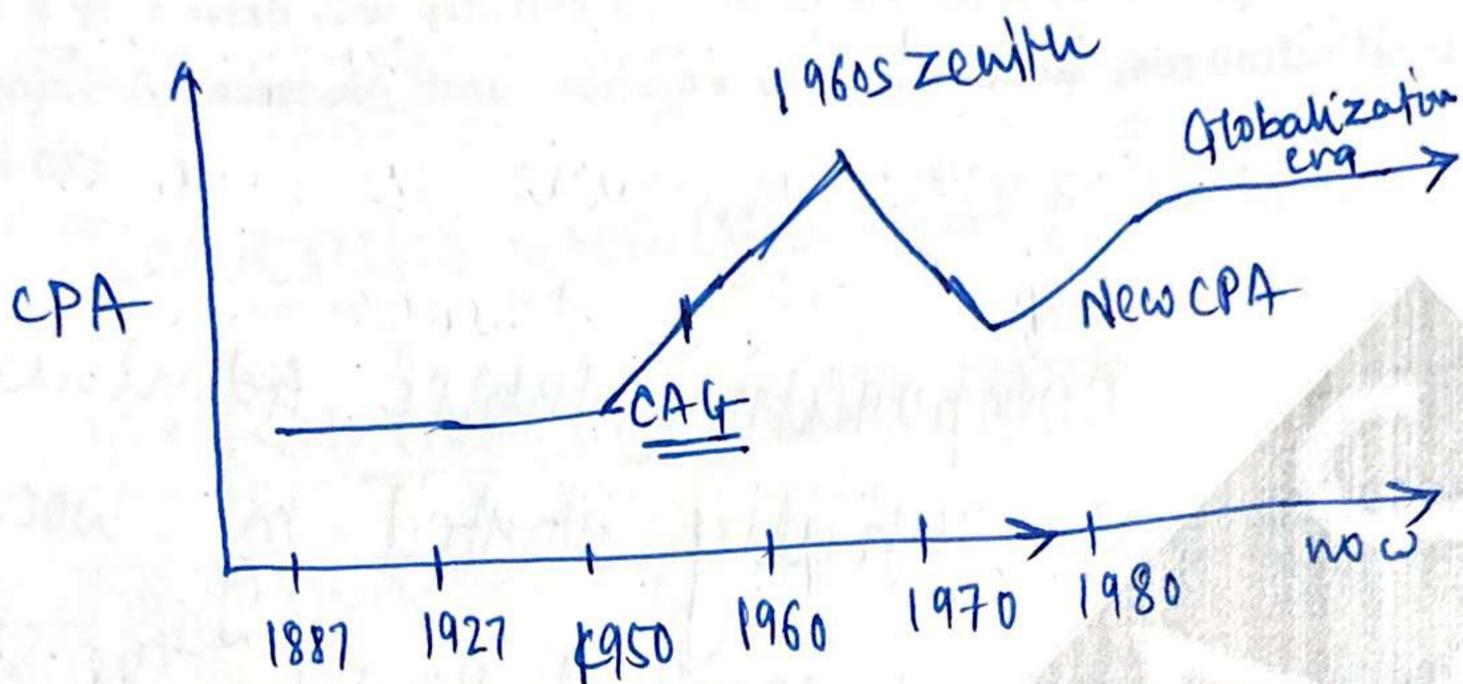


Fig. CPA evolution

The emergence of CPA is driven by

Global political changes

- ① Emergence of new ~~develop~~ independent countries (eg) India, Middle East, SL, etc
- ② Bipolar world at global stage —
USA & USSR, cold war era, race to spread influence by both, hence US started giving technical, financial & managerial help to developing countries
(eg) via Colombo plan & Marshall plan

③ This led to USA funding groups like USAID & Ford foundation to fund comparative study of PA in developing world.

Academic movements

① Scholars from various countries, started contributing to study of P.A.

② Scholars focussed on comparative study
 (eg) J. Wolman said not scientific study without comparative study

(eg) Robert Dahl: no science of Admⁿ w/o comparison

Hence, all this pushed for start of CPA & emergence of comparative cell in American Political Science Association with Wesley Aye, etc

Practical Development Needs

① As, part of development assistance, world Bank, etc gave funds, but were not effective in transforming the nations

(v) Hence, these multilateral financial institutions also led the research in CPA by funding & sending scholars.

Scholars like FW Riggs & Perrele Heady mainly inclined towards CPA to find out why some bureaucracy performs & develops society in west but not in developing world.

All this led to formation of CPA is imminent part of study of P.A. Apart from this tools & techniques of CPA was borrowed from behavioral science in P.A.

The importance of CPA can be understood by its relevance even till now where body like NITI Aayog brings out best practices & comparative analysis of administration state wise in India.

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"Organizations of the future will be organic - adaptive structures but temporary systems". Comment (20 marks)

The Organisation theory has evolved from focus solely on the structure during classical Era to ~~now~~ focus on behavior of human, to need of environment & the future is considered to be need of situation:

This school of thought is carried forward by contingency theory, which says the form & nature of organisation must be dependent on need of situation. And thinker like Warren Bennis say - the future organisation will be temporary, organic & adaptive:

They are considered organic & adaptive & temporary because —

① Advent of new technologies like ICT, & now AI will demand adaptiveness from the organisation to stay relevant

② Alvin Toffler says changing social, political, cultural & economic environment needs to be acomodated & adjusted by organisation, else will go into shock (disintegration) of organisation

③ Organic means the structure & form of organisation flows from system's environment.

(eg) Dr. Burns & Stalker take importance of organic to make organisation relevant — flat, delegation based organic organisation for ustable environment.

④ Temporary organisations because

permanent organisation promote inadequacy & it is suitable for old, unambitious, & submissive citizenry. So organisation like permanent Bureaucracy not suitable now.

(eg) W. Bennis called temporary bureaucracy

This shows need of organic adaptive & temporary organisations. But, there are some kind of organisations which needs to be stable & permanent as -

① Police department - need to be permanent; it is important since police state to welfare & now in corporate welfarism state as well.

② Structured & permanent organisation for public goods in unprofitable business.

(eg) Electricity in rural areas, where huge input cost & less revenue.

Hence, in the organisation theory, the future of organisation will be dependent on goal & environment. If goal is innovation like ISRO, research, etc then adaptive, organic & temporary can work.

But for public work having welfare orientation permanent structure will work. In both the cases, needs oriented adaptive-ness & organic structures are now well accepted form of organisation.

Feedback	
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Write a short note on utility and effectiveness of Central and State Administrative Tribunals in India. (10 marks)

Central & State Administrative Tribunal is established in India via 42nd CAA - Article 323A of Indian constitution.

The aim of these tribunals is to bring time & cost effectiveness in administrative adjudication process.

Utility of CAT & SAT -

- ① Brings down burden from regular courts for service related disputes.
- ② Brings cost of justice for the litigant as no need to hire lawyer to represent before bench.
- ③ Summary procedure & principles of Natural Justice followed to bring down time to reach justice.

On other hand, the effectiveness of CAT / SAT is questioned due to -

- ① Pendency before CAT → more than 1 lakh
- ② vacancy in the benches; appointment seen as post retirement benefit for bureaucrats
- ③ It adds layer to justice as mostly cases are appealed to High Courts.
- ④ Increasing cases of committee formation in tribunals → further delay.

So following measures are needed

- Transparent & timely appointment
- No political interference.
- One judicial officer to bring legitimacy in benches.

Overall, ^{reformed} tribunals are need of the hour for fast justice of employees so as to increase overall efficiency of Indian administration.

Feedback

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