

RCA-JMI

TEST CODE 8 3 5 2 1 1

ATS 2025

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

Public Administration / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	Muhammad Abuzar Ansari	Roll No./अनुक्रमांक	6407027	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र		Date/दिनांक			09/02/2025

*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		
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Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input 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 :

IMJ-ACR

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) Charles Darwin through his theory of evolution contributed significantly to the scientific worldview aligning with positivism, a philosophy developed by Auguste Comte. (10 Marks)

Darwin's theory of evolution was based in scientific inquiry and observational learnings, which was based in positivism (Comte).

Contribution of Darwin

1. Gave the impetus to scientific inquiry when Rule of Thumb was prevalent
2. Created a paradigm of observational learning - away from superstition and mythical stories.

3. Questioning the existing ~~principles~~ principles led to growth of classical era of principles
4. Development of science through critical thinking and rejecting false theories, this was essence of positivism.
5. A new spirit of scientificness in worldview, contributed to other disciplines as well.
6. It led to development of theorists, and ideologies around scientific inquiry.
Hence it laid foundation of a new world order based on scientific inquiry.

Feedback

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b) Why are early theories developed in Public Administration called "Classical theories"? (10 Marks)

Public Administration emerged as a discipline after the seminal essay of Woodrow Wilson, and the earlier theories were termed as "classical theories"

Reasons for early theories called classical

1. Early theories relied on structural and process part of administrative development

(Eg) Taylor, Gullick & Urwick focused on organisational hierarchy, span of control, etc

2. Early theories formed the basis

of development of future theories in administration

(Eg) Simon, Barnard built upon the works of Mary Parker Follet and others through criticism and refinement.

3. It laid foundation for development of public administration, separate from political sciences and management

(Eg) Essay of Wilson, L D White's work.

4. These theories also led to ~~theories~~ shift of focus towards administrative development.

Therefore these theories formed the classical theories before the behavioural and modern theories.

Feedback

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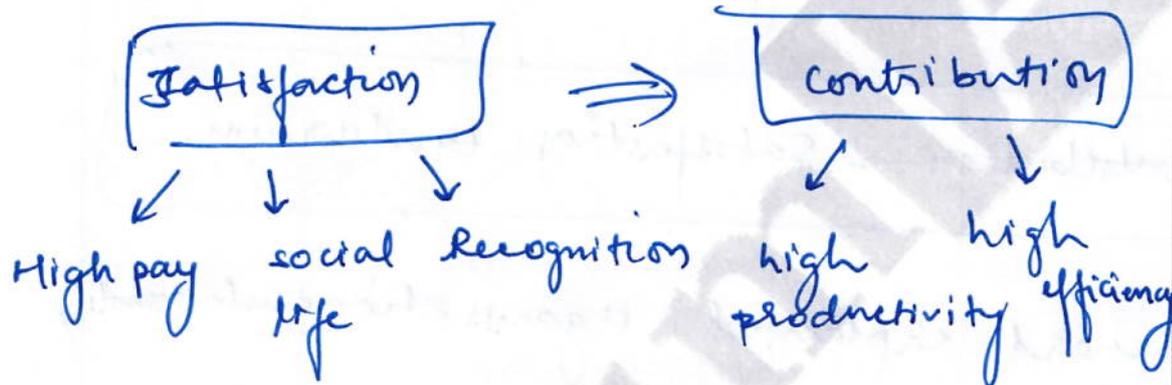
c) Chester Barnard introduced the idea of "Contribution-Satisfaction Equilibrium" to explain Organizational sustainability. (10 Marks)

Chester Barnard is a behavioural thinker who redefined efficiency in terms of contribution of employee.

"Contribution - Satisfaction Equilibrium"

1. Barnard explained organisation sustainability only if there was optimum contribution from employee.
2. This contribution was only possible if the employee was satisfied
3. Satisfaction was not given but to be created through organisational efforts.

4. Employee was a rational man hence looked to maximum satisfaction while organisation looked to maximise contribution



5. Barnard said organisations should match the satisfaction as per the contribution to achieve equilibrium

$$\text{satisfaction} = \text{contribution}$$

6. Only when it is in equilibrium, a sustainable organization is created

His work was further taken by Simon who mentions positive satisfaction or as to create zone of indifference.

Feedback

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d) Public Administration must focus on social equity, not just efficiency (George Frederickson). (10 Marks)

The Classical era of Public Administration (1887-1930s) led to narrow focus on efficiency undermining values and social equity in administration.

Public Administration must focus on social equity

1. Context: There was social upheaval in USA with inequalities, violence and assassination of President all due to lack of social equity in administration.

2. Public administration was supposed to create equitable society through acting as a change agent.

3. Rise of new ideology under New Public Administration focussing on value, equity and change.

4. Minnowbrook Conference I (1968) also emphasised shift of focus to addressing social problems through public administration.

5. Efficiency focus - led to narrow understanding of administration confined only as nuts and bolts while society was in turbulence.

However efficiency was equally needed as efficient administration can deliver social equity and other values on time with minimal wastage of resources.

This was balanced in later paradigms of New Public Service and Good Governance.

Feedback

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e) The permanent bureaucracy and meritocratic selection of officials helped establish a more stable and efficient governance system in Ancient China allowing the empire to endure for thousands of years. Explain (10 Marks)

Woodrow Wilson in his essay "The Study of Administration" gave a comparative analysis of spoils system and merit-based system.

He wrote about success of permanent bureaucracy and meritocratic selection

as:

1. It led to rule based and role base recruitment which was also defined through merit.
2. It attracted best of talents, contributing to efficient work of government.

3. It reduced chaos and confusion and corruption in recruitment system.
4. Transition of government and change of regime was smooth, and without blood shed.
5. Ancient China benefitted from this by higher domain knowledge and scientific recruitment and placement of bureaucracy leading to efficiency in bureaucracy.
6. It helped achieve the goal of state - "State raison", where bureaucracy merely played the instrumental role.
- Hence permanent bureaucracy and merit selection led to thriving Ancient China Empire.

Feedback

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Q.2) a) Examine in detail the Causes and impacts of the "Progressive Era" in the USA. How did it impact Woodrow Wilson as a scholar of Political Science?

(20 marks)

Feedback

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b) Traditionally bureaucracy was limited to government administration; however, with the rise of industrial societies in the 18th centuries, bureaucratic principles began to be applied to private sector organizations e.g., factories, banks, and trading companies. Max Weber (20 marks)

Feedback

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c) Public Administration as a practice originated as soon as the rise of the first
Social Tribe. Elaborate (10 marks)

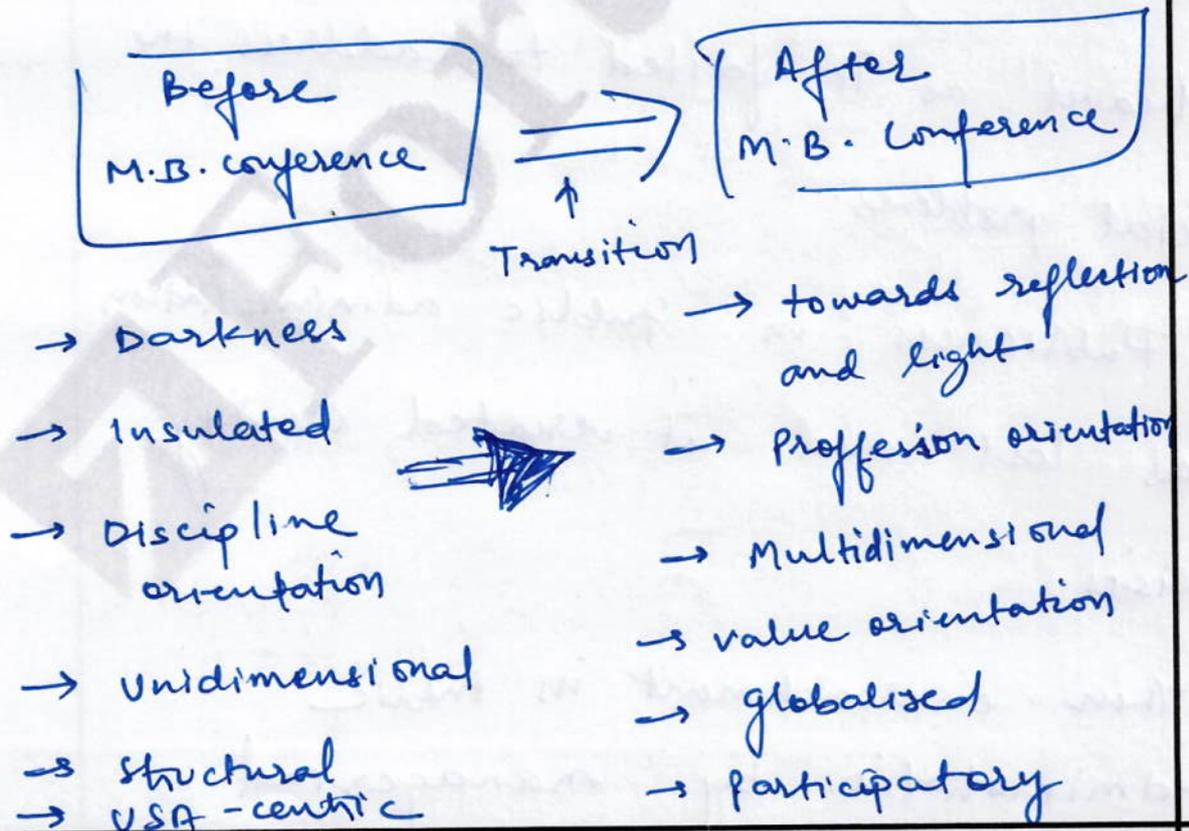
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Q.3) a) The Minnow brook Conferences reflect the evolution of public administration from an insulated, bureaucratic discipline to a pluralistic, value-driven, globally conscious, and participatory field. (20 marks)

Minnowbrook conferences held from 1968 to 2008 in the Syracuse University (USA) took public administration out of dark age and led its evolutionary stage. It also redefined public administration in terms of value.



Q. Public Administration before M.B

1. There was darkness age where locus and focus was lost.
2. Public Administration was questioned as a discipline and was dwindling between political science and management.
3. It was insulated from societal upheaval as it failed to address the social problems.
4. Publicness in public administration was lost and it created identity crisis.
5. There was encroachment in public administration by managerial.

principles and market-orientation posed threat to public administration.

Evolution of Public Administration through Minnowbrook Conferences

1. It shifted focus back to value-based administration, as Fredrickson, Waldo questioned viability of public administration amidst societal turbulence.
2. It was reshaped for social change and positive discrimination was among its goals.
3. It created anti-goals like anti-hierarchy, ~~anti-bureaucracy~~ anti-bureaucracy which broke the

shackles of pre-existing rigid administration

3. It brought leadership (Minnowbrook II)

4. Isolation was removed with inclusion of latest developments like Information Technology

5. Scholars from various disciplines were invited in M.B. III for diversity and pluralism.

6. M.B. III also shifted focus to global problems like terrorism, climate change, globalisation, etc.

Development of new paradigms like value based administration also contributed in evolution of administration

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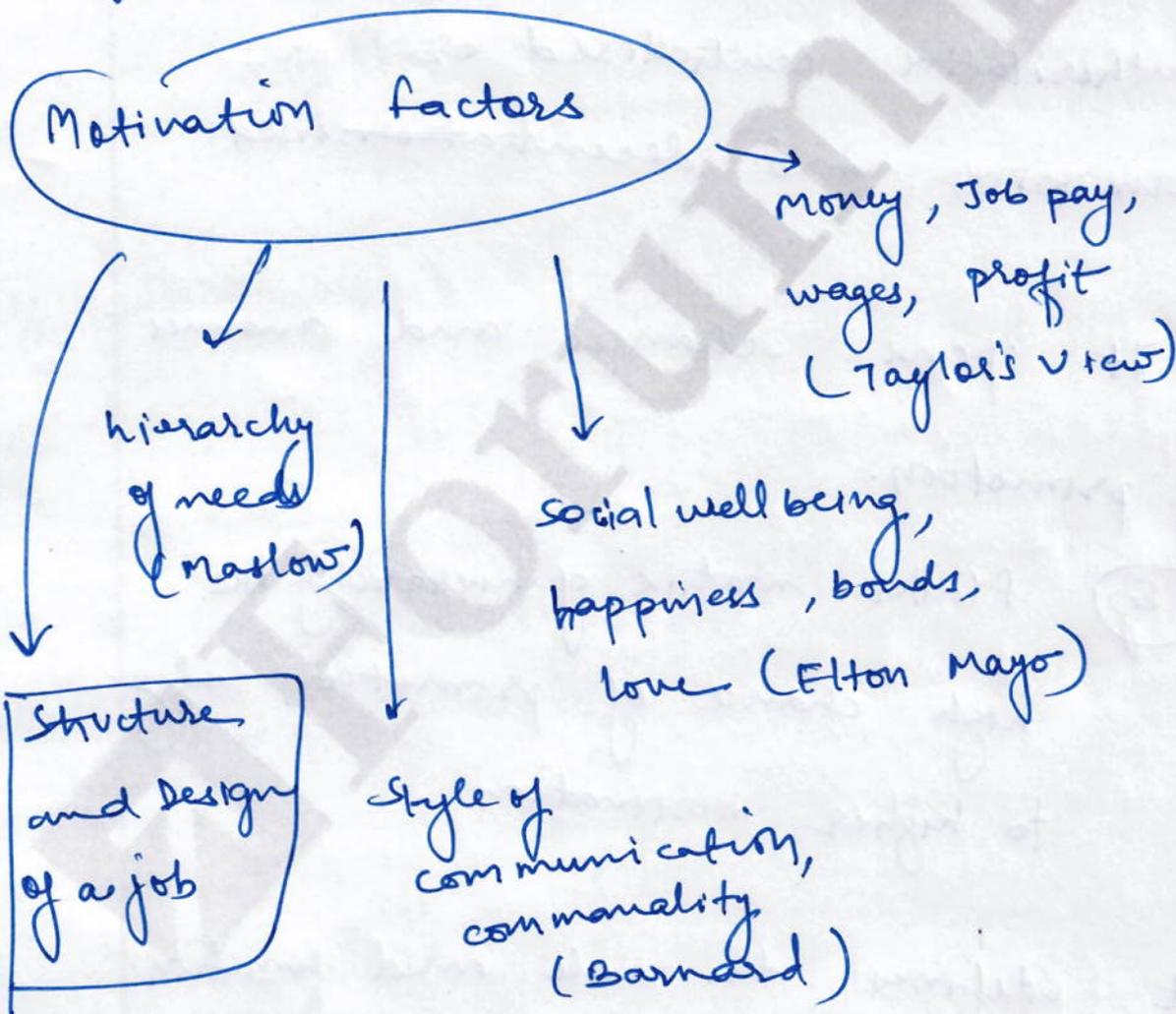
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b) The structure and design of a job can act as a motivator.

(20 marks)

William Scott defined motivation as to stimulate someone towards achieving desired goals for larger organisational efficiency.



Structure and design of a job
can act as a motivator

1. Structure and design defines an organisation's working style -
authoritative centralised or
permissive and ~~decentralisation~~-based
2. It opens chances and avenues
of promotion.
(Eg) flatter matrix of hierarchy has
high chance of promotion leading
to higher motivation
3. It defines the role and function
of a job. The time of work, the

hours to given, it defines space for social life and life out of work.

4. Authority with the job is also defined through structure and design. It also creates leadership opportunities bringing chances of higher motivation

5. It satisfies psychological needs as structure and design reflects chances of fulfillment of personal goals and creation of self-worth due to the job.

6. It defines job description ~~and~~ as in what comes with the job and

what are the associated role and responsibilities.

7. Rational-economic motivation is also achieved as structure and design reflect on the money associated which is prime motivator as per classicalists.

8. It shapes organisation's work culture which is essential for informal organisation and creation of social system at work.

Thus structure and design defines a job style which acts as motivator as it pushes and pulls as per individual motivation stimulates -

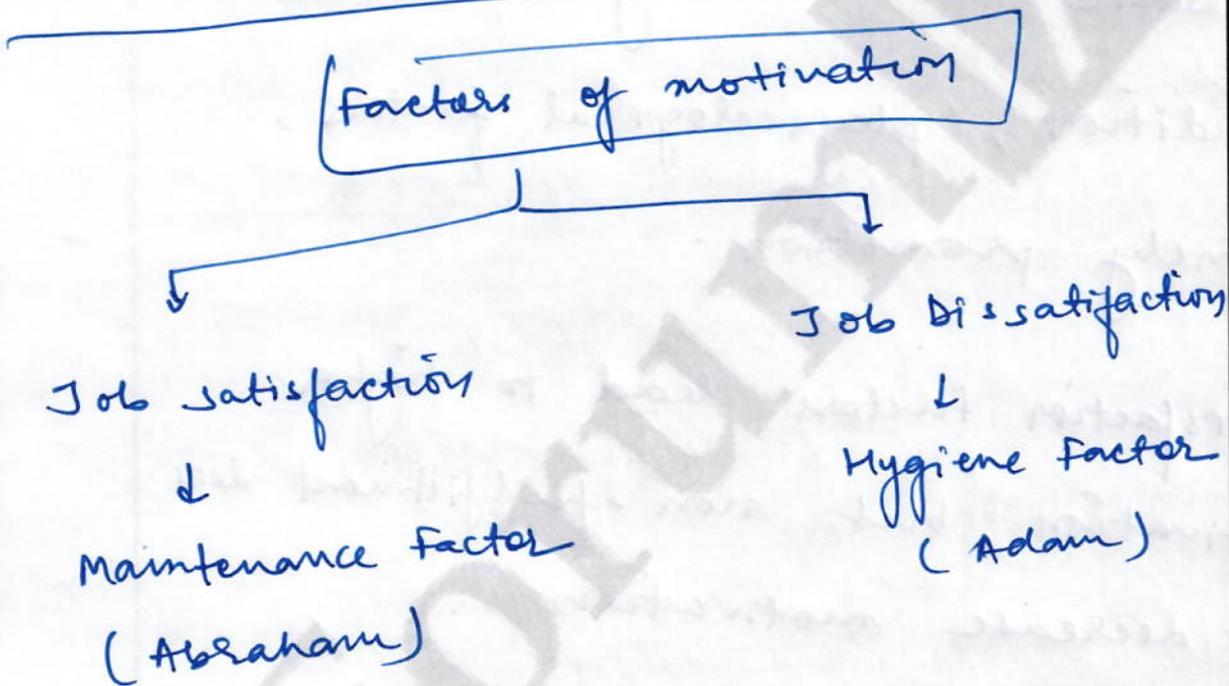
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c) Frederick Herzberg's Two-Factor Theory explains what causes job satisfaction and dissatisfaction, identifying two distinct sets of factors (10 marks)

Herzberg improvised Maslow's need hierarchy theory into two distinct set of factors of motivations.



Causes of job satisfaction

1. General Causes → higher wages, promotion, etc.
2. Specific Causes → social bond,

psychological well being, self-respect, etc.

Causes of Dis-satisfaction

⇒ Basic needs → wages, work condition, physiological factors, timely promotion.

Satisfaction factors lead to higher motivation, but non-fulfillment does not decrease motivation.

Dissatisfaction factors lead to reduced motivation on non-fulfillment but no increase in case of fulfillment.

Herzberg's Classification created a more systematic style of study of motivation theories.

Feedback

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Q.4) a) Wilson's futuristic approach and foundational influence make him rightly regarded as the "Father of Public Administration." (20 marks)

Wilson wrote an essay "The study of Administration" which laid the foundation of discipline of administration earning him the title of "Father of Public Administration".

Wilson's Futuristic Approach

1. He visualised the importance of creating a science of administration through observation and principles.
2. He neglected the spoils system and created a merit-based system.

of recruitment, furthering administrative reforms.

3. His approach of ~~was~~ business-like in administration inculcated efficiency and economy.

4. He laid the base for comparative analysis of administration, to focus of learning and improvement.

5. He advocated dichotomy of Politics and Administration to reduce encroachment of administration in politics.

"Political Questions are not Administrative Questions"

Wilson gave foundational influence

1. Foundation to classical theorists.
 - (Eg) LD White developed Principles of Administration, Fayol gave 14 principles basing in management
2. Led to start of era of dichotomy - separation of politics and administration.
3. Comparative Public Administration under FW Riggs (1960s-70s) traces its foundation in Wilsonian ideas.
4. Scientificness of Wilson can be viewed in Neo-Taylorism and ideology of New Public Management.

c. Even administrative reforms and merit-based bureaucracy as a norm started from Wilson.

However few question his role as father of Public Administration

- Role of Mahabharata, Arthashastra in creating value-oriented administration
- Commercialists and the Prussian administration already established Public Administration
- Even Ancient China had merit based bureaucracy
- Modern thinkers like White gave detailed study of Administration

However Wilson generated thrust in modern day through his vast and pointed ideas for study of Public Administration

Feedback

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b) Herbert Simon research in public administration is considered a landmark shift from Principles-based (classical) administration to evidence-based behavioural science. (20 Marks)

Herbert Simon is credited for a paradigm shift in administrative theories from classical to behavioural through his work on organisation, decision making and human behaviour.

Simon's work as a landmark shift

1. It was anti-theoretical to existing norms and principles relying on structure and process of organisation. He said these principles are mere slogans and proverbs in creating administrative efficiency.

2. He emphasised on role of decision-making in getting contribution from employees and creating efficiency.
3. He used technology like Information processing tools, MIS, CPM, etc. to maximise efficiency in decision making.
4. He categorised decision making into programmed and non-programmed so as to minimise human intervention and inefficiency in programmed decisions.

5. He recognized impediments
in decision making through

- ↳ information deficiency
- ↳ processing capability
- ↳ cognitive limitation

This created clear path to segregation
and reduction opportunities in the
observable impediments in organisation
efficiency.

6. He also challenged classical
principle of value-free science,
he recognized presence of macro
values like public interest,
constitutionalism making a
more humane administration.

However he was also a theorist who relied on classical approach:

1. Did not reject theories of structure and hierarchy in organisation
2. His Behavioural intervention was mechanistic and aims to create ~~or~~ value-free administration.
3. His over emphasis on maximising efficiency by reducing value based decision making takes him close to classicalists.

Although his approach was more humane and behaviour oriented, with focus on observational learnings which separated him from previous era. Hence he led the behavioural era in public administration.

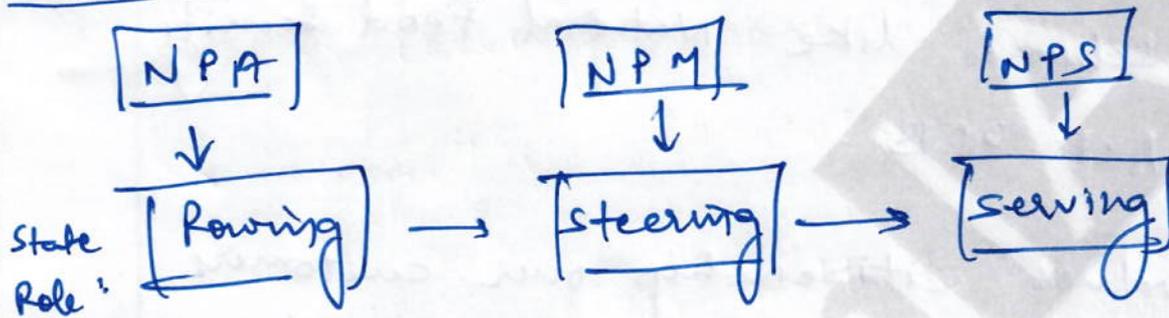
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c) The general meaning of the word Public Administration is a "State which serves". Explain with examples (10 marks)

The meaning of Public Administration has kept changing in different paradigms.



Public Administration is a "State which serves"

1. It is based in the publicness in public administration
2. Denhardt and denhardt meant providing for citizens needs and welfare
 (eg) RTE for providing education to all.

3. Serving reduces the concept of profitability and hence creates equality

(Eg) schemes like National Food Security Act 2013.

4. It values citizenship over customers

(Eg) serving citizens by subsidized metro ~~or~~ rides and not letting elite capture

5. Serving includes creating accountability towards public and not profit

(Eg) Regular elections in 73rd/74th Constitution Amendment (India)

Hence it aims to achieve objectives of *Yogakshema* (Arthashastra).

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Section- B

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

a) The foundations of modern public administration was laid in Prussia, especially during the reign of Frederick the Great and later developments in the 19th century. Explain in detail (10 Marks)

The debate of foundation of public administration can be traced to Prussia when it was utilised as an instrument of state, which later developed after Wilson's essay.

The foundation was laid in Prussia

1. Bureaucracy was made permanent and there was meritocratic selection of officials.
2. It was efficient in its work through usage of rule based setup.

3. It worked for public interest to fulfill the objectives of Frederick the great.

Later Developments in 19th century

1. Rise of public administration as a discipline after Wilson's essay in 1887
2. Development of theories and ideas in administration like classical, behavioural etc.
3. Shift towards publicness with rise of new paradigms like NPA, NPS etc.
4. Rise in role of state led to redefining and redevelopment of public administration (eg) steering to serving.

Hence the trajectory of modern public administration starts from Prussia and is till modern era under guidance of Minnowbrook conference

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b) How Rene Decarte and F.W. Taylor impacted Henri Fayol. Explain briefly

(10 Marks)

Henri Fayol was an employee in French mining industry, who contributed in administrative development through work on structure and process of organization.

Fayol was impacted by Rene Decarte and F.W. Taylor

1. Decarte and Taylor had already worked on creating efficient organisation and were popular for revolutionising structural component of organisation
2. Taylor's belief on principles of scientific management reflects

in work of Fayol ,

② Focus on specialization .

3. Fayol also wanted to create an organization based on scientific inquiry and observational learning

4. Like Secarte and Taylor , Fayol was wary of wastage in organization leading to losses and reduced efficiency.

5. Fayol was imparted in a sense of creating ~~scant~~ science of administration which could maximize profit and utilize potential of workers .

However Fayol's work was more on managerial level and Taylor on workshop level. Also there was geographic separation.

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c) Explain Management by Exception (MBE) and Management by Objectives (MBO). (10 Marks)

Managerial role is most significant in success of any organisation, as it creates leadership, motivation and morale.

Management by Exception (MBE) is based on classical ideas of separation of power and planning - execution separation. It means managing organisation through planning at top and execution at ground. It leads to efficiency and reduced questioning of authority. Its origin lies in scientific management movement.

Management by Objectives (MBO) was popularised by Peter Drucker and other modern thinkers. It focuses on objectives of organisation and creating responsibilities in accordance to the laid objectives. The roles are distributed as per pre-defined and to-be-achieved objectives. It gives more autonomy in execution and focus is on achieving targets. It has leverage of finetuning of plans at execution level.

⊙ New localism is based on management by objectives.

Both are required on ecological basis.

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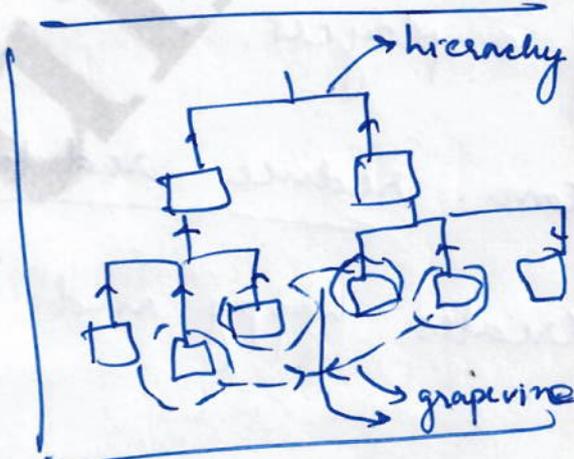
d) Grapevine can be both a challenge and a useful tool for management if understood properly. (10 Marks)

The classical theories neglected the grapevine, while behaviourist utilized to increase organisational efficiency.

Grapevine is the informal line of communication, which skips the formal hierarchical setup.

Challenges of grapevine

- ignores the organisational hierarchy
- difficult to control channels of communication
- no formal accountability



Usefulness of grapevine

1. Cuts the time of communication (as in diagram)
2. Creates social structure within formal organisation (Elton Mayo)
3. Used as release of disgruntlement of employees.
4. Can reduce red tapism in organisation
5. Creates happy and bonding in organisation (Mayo)

However it is on the manager to apply Theory to utilize grapevine for higher organisational efficiency.

Feedback

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e) Administrative Management Approach principles are still followed in Small, Medium, and Large Organizations. Discuss (10 Marks)

Present day organisations for efficient work utilize the age-old administrative management approach principles.

Use of these principles

1. It creates a scientific management ~~pr~~ in small, medium and large organisations.
2. It helps in standardization of mundane activities which do not require innovation.
3. It reduces ~~chaos~~ chaos and confusion through hierarchical setup in public organisation by efficiently

passing of orders.

4. Accountability through legality is achieved and objectives are met.

However it also has flaws:

1. It creates centralized regime in organization, curbing innovation in volatile work environment.

2. It creates a closed system, which is vary of ecology of organisation

(Eg) BSNL unable to roll out 5G.

3. It repels talent as modern principles are sidelined.

However all successful organisation from Boeing to Google have a mix of classical and modern principles.

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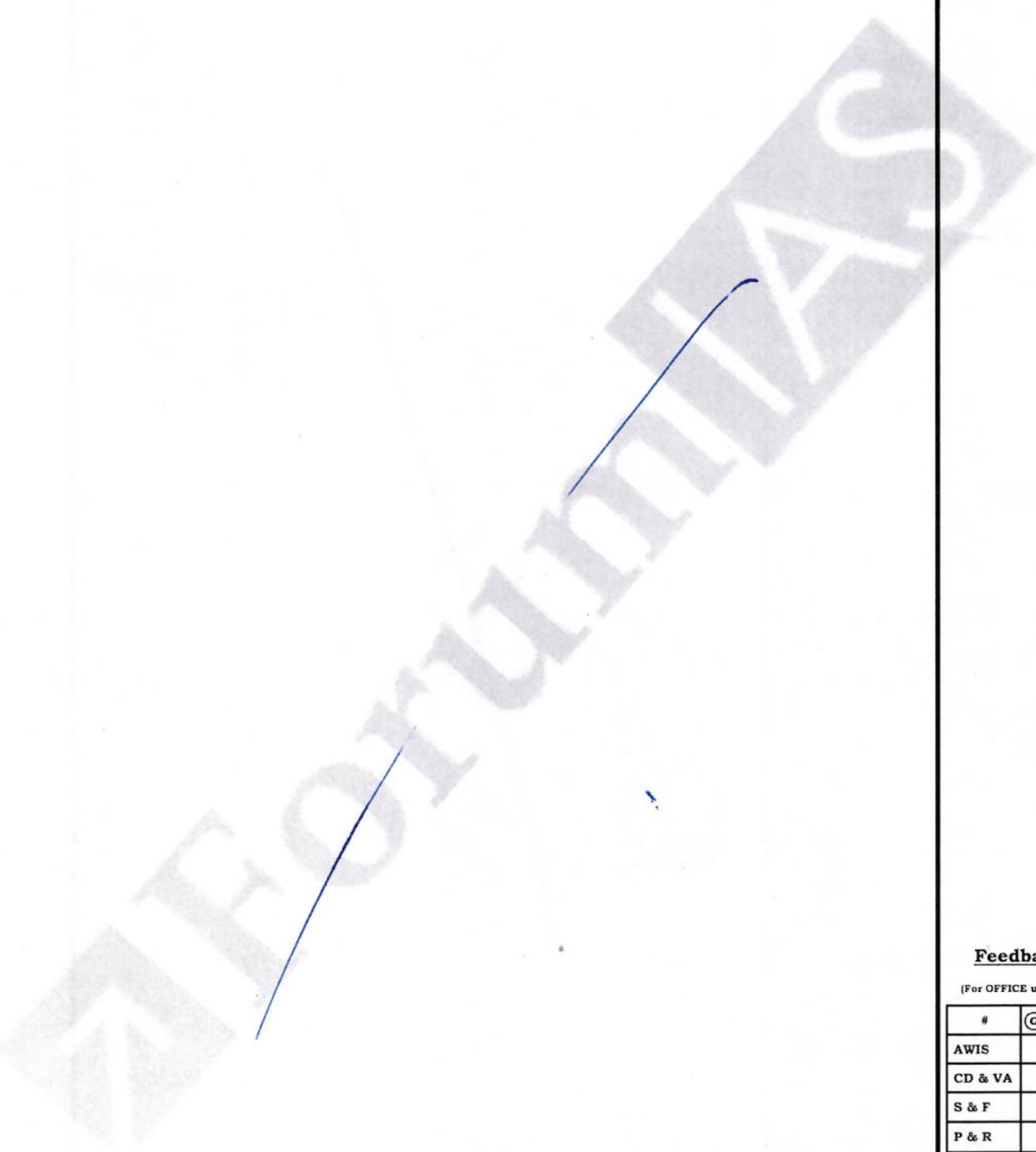
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Q.6) a) Elton Mayo's work on human relations influenced later theories that emphasized participative leadership and worker involvement. Comment

(20 marks)



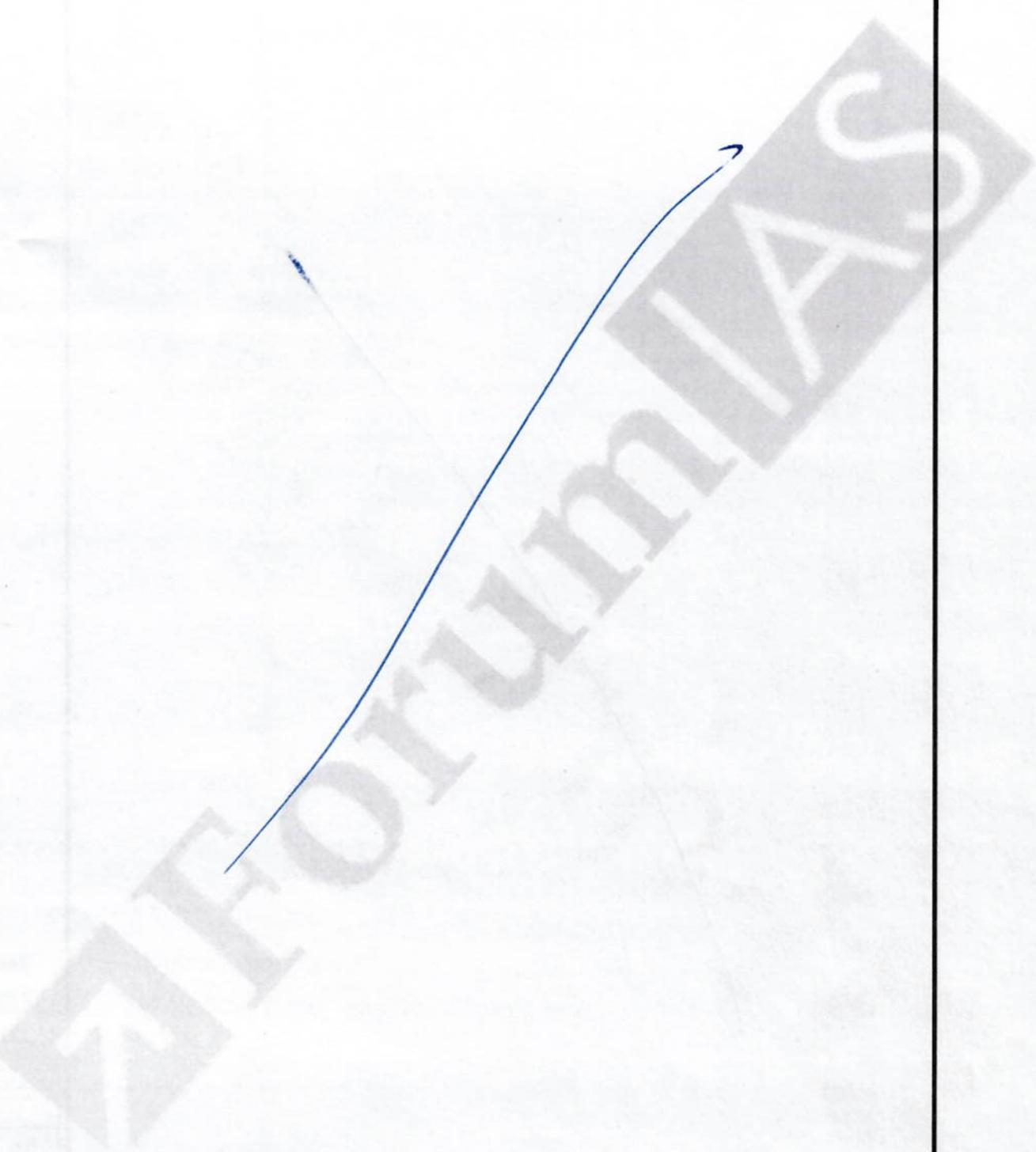
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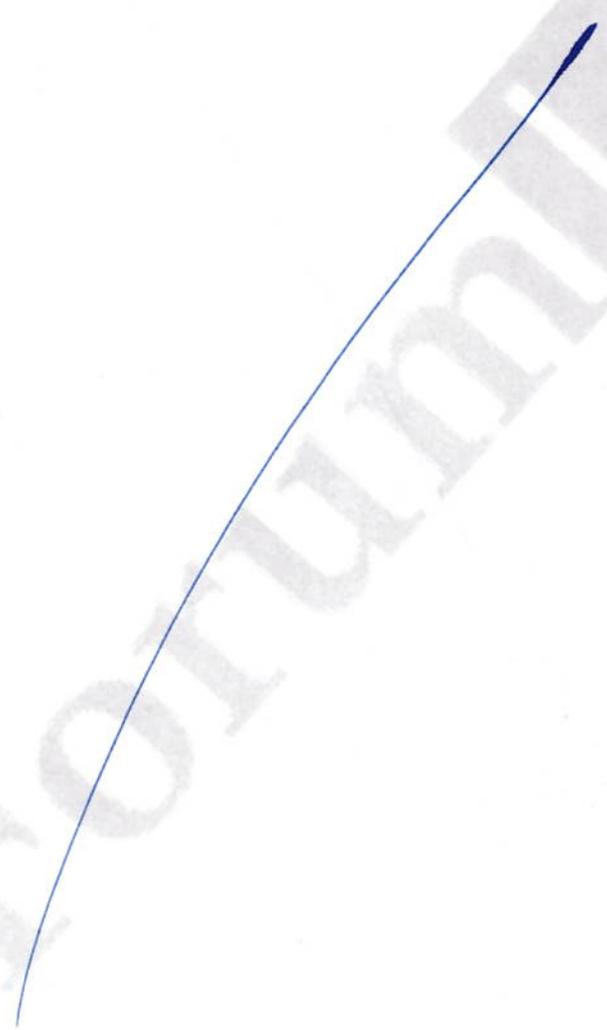
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b) Organizations will increasingly rely on knowledge workers, individuals whose primary capital is knowledge. (Peter Drucker) (20 marks)





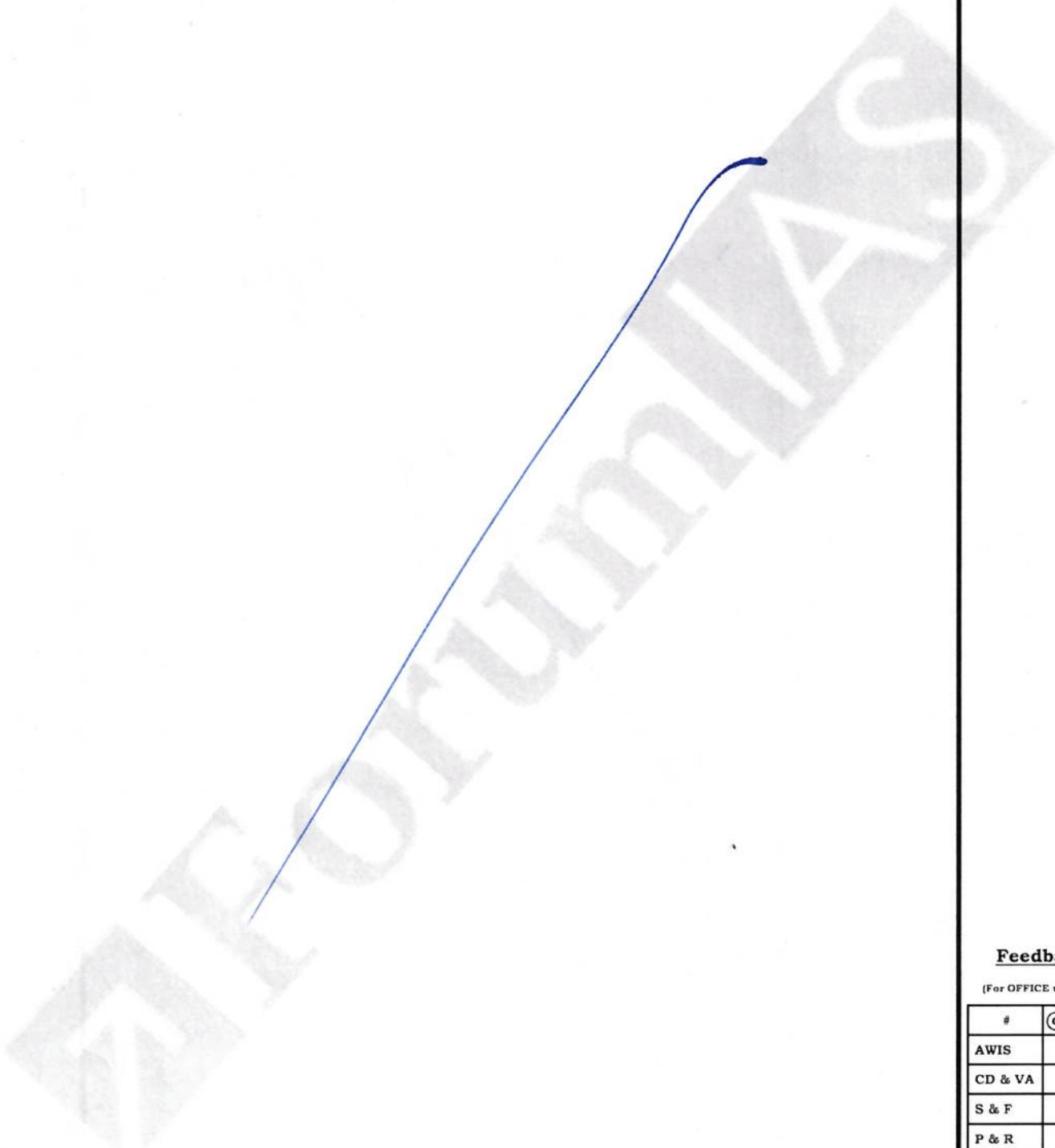
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c) By focusing mainly on managerial practices, NPM tends to separate administration from politics once again. (10 marks)



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Q.7) a) "Government is not a benevolent actor serving public interest, but a collection of self-interested individuals. Discuss (20 marks)

The Public Choice Approach based on the new-right philosophy viewed political decisions in terms of economic theories, hence criticised the perception of government as a benevolent actor, but was a collection of self-centered individuals.

Thinkers like Niskanen and Anthony Downs questioned the role of government in providing goods and services in the name of public interest while it was more about self-preservation and self-interest.

Government - not a benevolent actor but self-interested individuals

1. Evidence based rejection of idea of benevolence as rising inequalities (1% population in India holds 40% wealth - Oxfam) and rising corruption (95/180 countries in Corruption Perception Index).

2. Failure of states role as per social contract theory as public services on ~~a~~ abysmal condition.

(Eg) Bankruptcy and hyperinflation in Zimbabwe

3. Bureaucrats look to maximize

self-interest and lead to
bureaucracy by plum-posting
and quid pro quo

(Eg) Pooja Singhal case in Jharkhand

4. Nexus in politicians and policy
makers like highlighted by

Jurgen Habermas and Joseph
Stigler in Rent-seeking Theories.

5. ~~How~~ Unholy nexus between criminals
and politicians leading to
lawmakers becoming lawbreakers
and vice versa

(Eg): Highlighted in Vohra Committee
Report

6. Businesses seeking self-interest
through crony capitalism.

7. Even voters vote for maximum benefit ~~and~~ which are short term.

However government as as a benevolent actor:

1. Role in covid-19, where across world governments provided healthcare, vaccines.
2. Relief during ~~the~~ disaster, disease (Asthoshasta). (Eg) Relief during Turkiye Earthquakes
3. Philosophical underpins laid in New Public Service (Eg) Jan Bhagidari in Jal-Jeevan Mission
4. Bureaucrats work for public interest (Eg) TN Seshan inspired election reforms in India and across world.

Hence it is a mix of benevolancy and self interest where public interest always is prioritised.

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b) Good governance adds normative and evaluative attributes to the process of governing. Comment. (20 marks)

The failure of reforms led by managerial regimes of new public management and crisis in sub-Saharan African countries gave birth to the reports of world bank on good governance.

Good governance as per world Bank is the utilization of public resources (social and economic) in governing the country for improved socio-economic parameters.

Good governance is about creating a responsive, participative governance structure which is based on rule of law.

Good Governance adds normative and evaluative attributes to governing

1. It prescribes a rule-based governance structure which is bound by public interest
2. It is about creating consensus in decision of governance for wider participation
3. It creates equitable and inclusive governing structure
4. To create evaluative structure it adds accountability parameter so as to increase responsibility and transparency in governing.

5. It evaluates governance based on defined parameters which are rule-bound and under constitutional morality

6. It is also evaluated under economic parameters as in evident in world Bank Ease of doing business index.

However good governance is also questioned for its normative character as it prescribes ~~and~~ on what to do and not how to do.

It is considered anti-democracy as it is based on western superimposing

ideology ignoring ecology of developing countries
 (Eg) Good governance existed in India since the times of Samgyana.

However Good governance has created a landmark shift in evaluation of public offices based on responsiveness and accountability.

(Eg) growth of single window clearance, origin of Right to Information, proliferation of Citizen Charters and social Audits.

Hence Good Governance paradigm has brought Government closer to the Governed with human touch.

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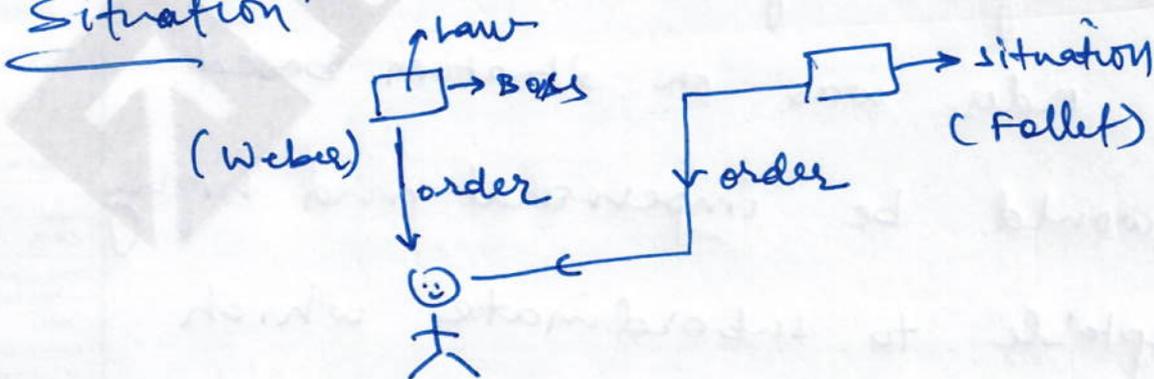
c) Orders should not be based on personal authority e.g., "Do it because I said so", but rather on the needs of the situation (10 marks)

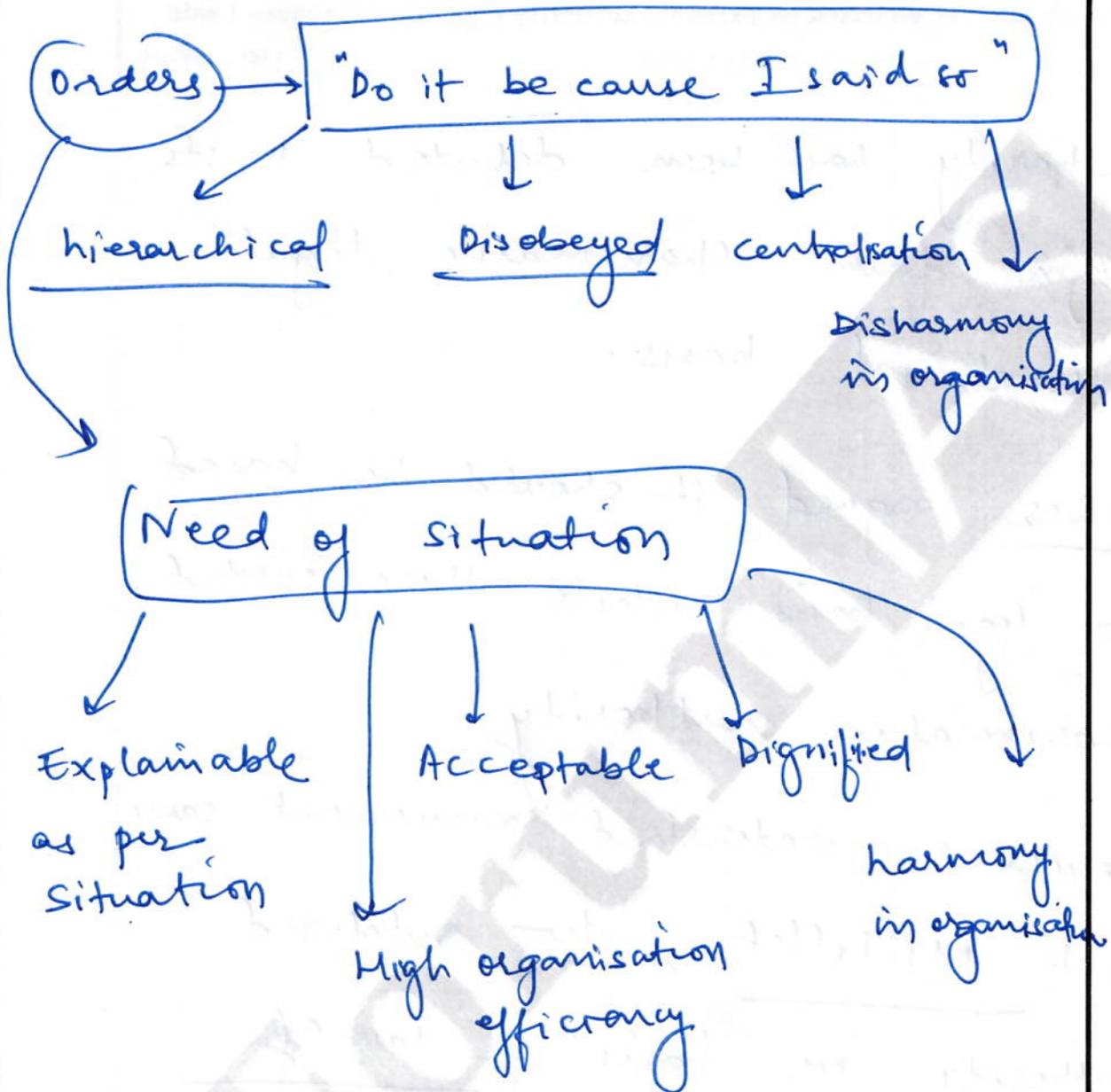
Authority has been debated on its origin from Charismatic, legal to situational basis.

Weber argued it should be based on legal basis, while there existed Charismatic authority.

However watershed movement came with MP Follet, who redefined authority on basis of law of

Situation.





Follet argued if situation was explained and order was on situation based it would be impersonal and highly acceptable to subordinate which would reduce conflict and enhance authority & leadership.

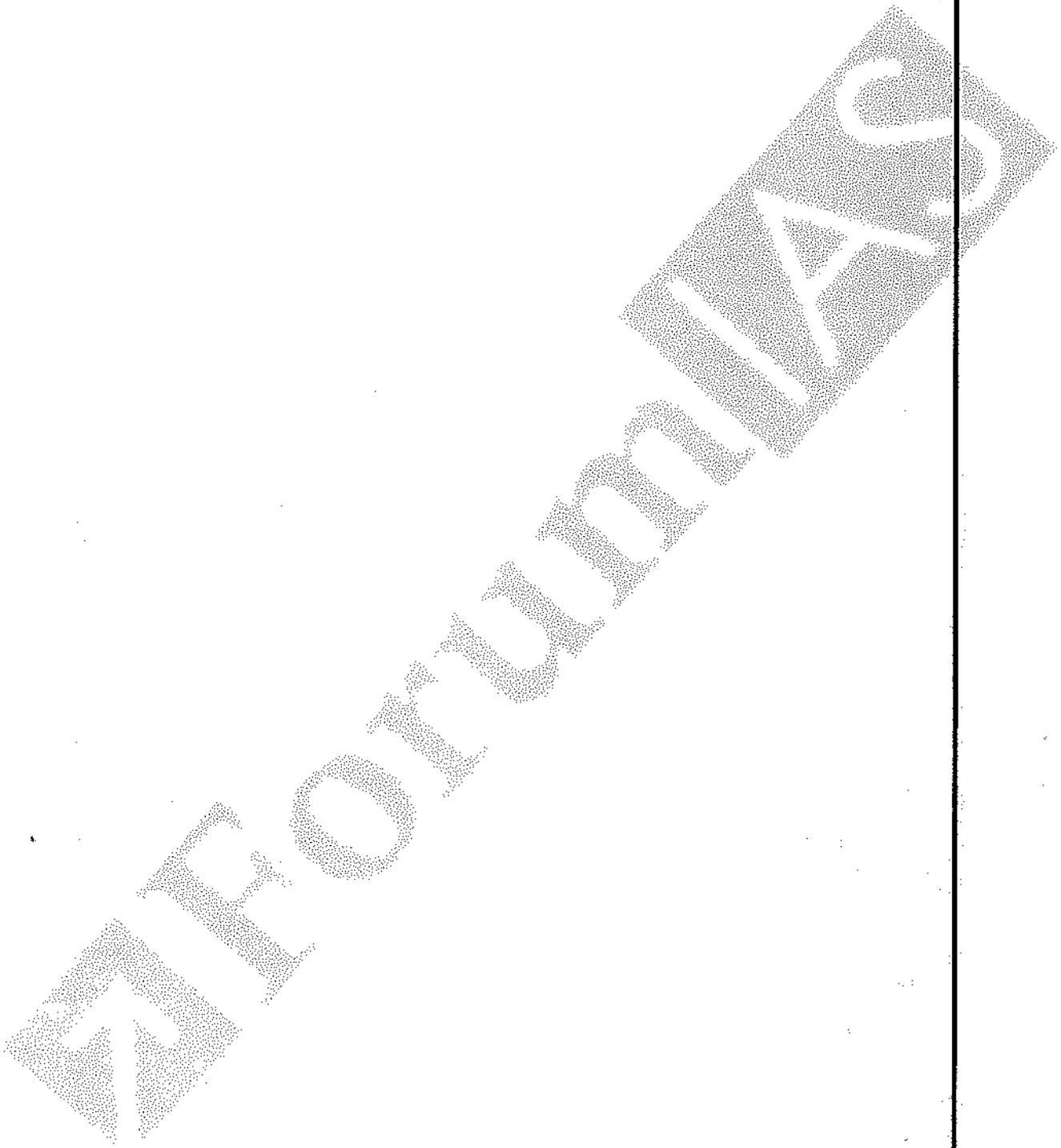
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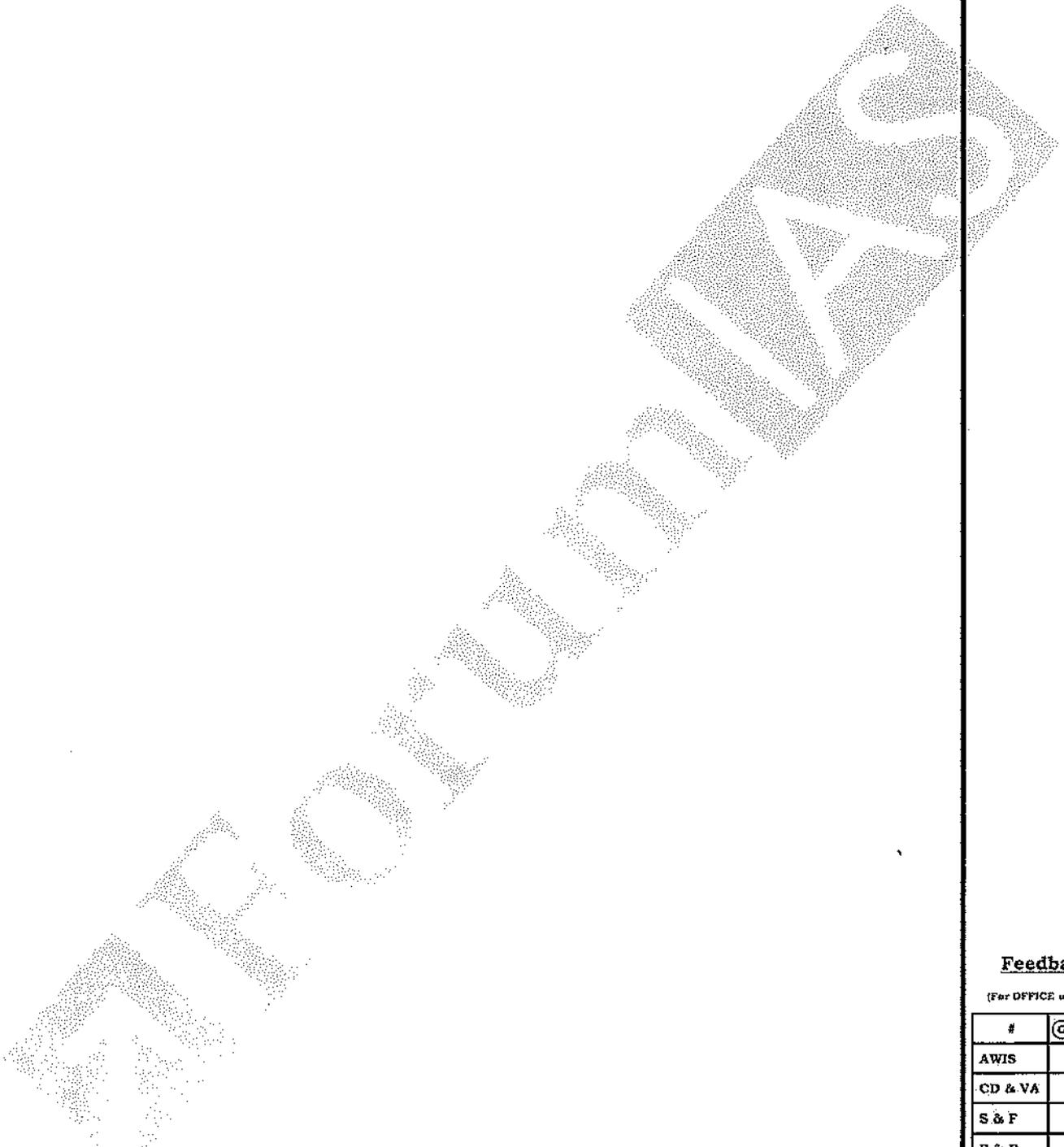


Q.8) a) Taylor's background from an elite family to working as a labourer and later becoming a chief engineer gave him a unique perspective helping him create the Scientific Management. Explain in detail. (20 marks)



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b) Despite limitations, McGregor revolutionized management thinking, paving the way for people-oriented, democratic work environments. (20 Marks)

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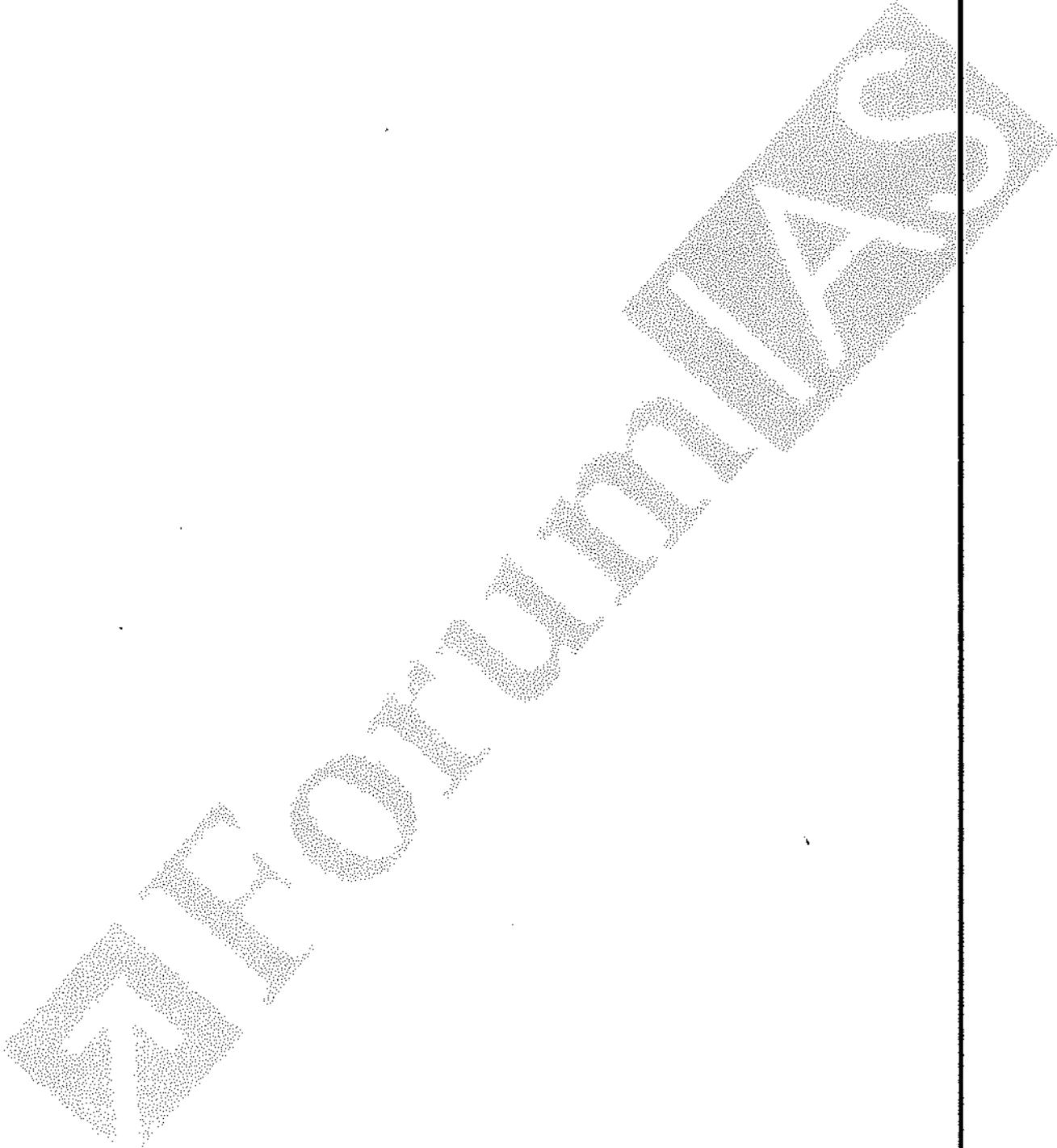
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c) The first task of administrative science is to study administrative situations.

(Herbert Simon)

(10 marks)



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