90 Days UPSC Mains Optional Answer Writing Initiative

Public Administration – Paper 1

Question and Model Answers from Subject Experts
12-Nov-2018 - Question 1

Even after 130 years of its publication, Woodrow Wilson’s essay “The Study of Administration” continues to have great relevance even today.” Comment (2017)

Model Answer

Woodrow Wilson, with his essay “The Study of Administration” in 1887 is called the founding father of the Discipline as he tried to give it a separate Identity from political science.

Developing a Science of Administration - his quest for developing a science of administration is relevant even today. For example use of Computers, Data Mining for decision making, etc are an attempt to make the decision more rational.

Wilson also stressed on the Politics-Administration dichotomy. According to Wilson, politics is just concerned with making policies and administration is concerned with the execution of those policies. The administration has no role in the making of policies and hence is separated from politics.

Making public administration less un-business like: New Public Management, the advent of New Right Philosophy, PPP etc is a contemporary phenomenon

Comparative Study of Administration: with the advent of Globalisation and common issues like terrorism, etc. countries have comparative study and implemented successful policies of other countries. For India adopted the ‘Self Help Group (SHG)’ concept from Bangladesh.

Merit-Based selection in administration- Woodrow Wilson was against the spoil system and emphasised the merit-based selection in the administration. Merit-based recruitment in civil service is the most effective and transparent way recruitment.

The Theory of Administration is the first theoretical piece on public administration, its influence was on later theory rather than contemporary practice. Despite its undoubted importance, the essay is remarkable for its
ambiguity, particularly in regard to his instance on the politics-administration dichotomy. Wilson’s essay stands as a major early effort at articulating the essential ideation and dominant paradigm for the profession.
12-Nov-2018 - Question 2

“Taylorism is considered very controversial despite its popularity.” (Stephen P.Waring) Comment. (2016)

Model Answer

Taylorism became a revolution during 1st and 2nd decades of the 20th century but it also had the share of its controversies.

Taylor proposed scientific management theory based on 3 premises, 4 principle and tools and technique.: -

<table>
<thead>
<tr>
<th>3 Premises</th>
<th>principles</th>
<th>tools and technique</th>
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<tbody>
<tr>
<td>Economic man</td>
<td>Scientific work management</td>
<td>piece rate system</td>
</tr>
<tr>
<td>One best way</td>
<td>merit/ training</td>
<td>Standardization</td>
</tr>
<tr>
<td>Food workers follow</td>
<td>Equal division of management and</td>
<td>Functional</td>
</tr>
<tr>
<td>orders</td>
<td>workers (Co-operation)</td>
<td>foremanship</td>
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<td></td>
<td>Mental revolution</td>
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Taylor level of popularity came with controversies as well as criticism:-

He was criticized by Labour Union as exploitation. According to critics Taylor ignored the human aspect of the organization.

He was criticized as he has reduced the human being to the cog on the wheels.

He was criticized for not taking care of socio-psychological factors.

Criticism from the union but his contribution to management studies and public administration can't be denied. Taylor's contribution is personnel management, a delegation of powers, Business process re-engineering.

As Personnel Management concepts like Paying work not position, placement according to work, training etc., are still used by the organization throughout the
world. Administration reforms like business process re-engineering have been also emphasized by administrative reform commission.
14-Nov-2018 - Question 1

“Conflict is the appearance of differences - differences of Opinions & Interests” - (M.P.Follet). comment (2017)

Model Answer

Answers should include the following:

Introduction- Few lines regarding the Follet views about the conflict.
Body - Addressing the needs of the question conflict, opinion and interests.
Conclusion Evaluation of Follet views of the conflict.

Some few points for references

M.P Follet may be considered as the linking pin or the bridge between the classical and neo-classical thinkers. She belonged to the classical era but in terms of content she propounded may ideas that were come in Neo-classical era and to some extent to the contemporary modern era. She made seminal contributions to the discipline of public administration with his ‘Dynamic Administration’. It provided a humanistic approach to the organisation. According to the Follet, the interest of the group and the interest of the individual should be mutually inclusive and the relation between the individuals and group is symbiotic in nature.

According to the folate, a conflict is the differences in the idea and opinion. The organisation being an assemblage of the interacting individuals, it is quite natural and common that conflict will arise in the organisation. The manner of handling the conflict decides the fate of the conflict, and she believed in ‘constructive conflict.

- Conflict brings out an alternative perspective on the issue. It brings out ‘Innovation’ among the employees.
- Brings innovation and a new approach.
- Improves managerial skills of the leader.
She said that the Conflict arises due to the difference of Opinion & interest and should be solved through integration rather than through Dominance & Compromise – as Integration would lead to a win-win situation. Follet had recognised the dynamic aspect of the organisation. She discussed the human aspect in the organisation.
14-Nov-2018 - Question 2

According to McGregor, "True professional help is not in playing God with the client, but in placing professional knowledge and skill at the client's disposal". In the light of the above, justify how theory Y is indicative and not prescriptive. (2014)

Model Answer

Answers should include the following :

Introduction- Few lines regarding the McGregor Body - Addressing the needs of the question
Conclusion Evaluation of McGregor’s indicative and prescriptive.

Some few points for references.

McGregor was an Organisational theorist who brings out the difference between the classical and organisation thinkers. According to McGregor, the auction of motivating people involves a certain assumption about human nature. McGregor’s “The Human Side of the Enterprise” come out with the theoretical assumptions which the management holds about controlling the human resources and determining the function of the organisation.

According to the McGregor, the Theory X is the traditional view of the direction and control. In Theory X its responsibility of the employers to make employees do a certain task. It follows the carrot and sticks policy. While Theory Y is indicative in the which subordinates are committed, self-motivated and participative in nature. Theory X places exclusive reliance on external control of human behaviour while Theory Y relies on self-regulation and self-motivation.

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
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<tbody>
<tr>
<td>Inherent dislike for work. Thus average man avoids works if he can</td>
<td>Does not dislike work, the expenditure of physical and mentor effort in work is natural</td>
</tr>
<tr>
<td>Avoid responsibility</td>
<td>Accept and seek responsibility</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Lack of self-motivation</td>
<td>Self-motivated</td>
</tr>
<tr>
<td>Lack of creativity and innovation</td>
<td>Creative and innovative in approach</td>
</tr>
<tr>
<td>Close supervision and external</td>
<td>Self-control</td>
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Theory Y results in the creation of the condition conducive for the member to achieve the goal of the organisation by directing effort towards the success of the organisation. Theory Y is characterised by decentralisation of the authority, participative leadership, two-way communication and job enrichment.
16-Nov-2018 - Question 1

“Contemporary Organisational theory seems further afield of Chester Barnard’s Functions of the Executive than of the organisational ecology.” Examine the statement in the light of ecological elements in Barnard’s thought. (2015)

Model Answer

Answers should include the following:

Contemporary Organisational Theory as an open system focuses on the external environment with dynamic interaction between them. Chester Barnard is credited for introducing behavioural aspect in the effective functioning of the organisation.

In ‘The function of executive’, Where he mentioned three functions of the executive.

- The system of the communication
- Cooperation among the employees and employer for the effective functioning of the organisation.
- Goal and objective of an organisation are specified objectives.

Contemporary organisational theory and organisational ecology have certain common and diverse features if compared to Barnard’s function of executive.

Ecological features of Bernard’s theory:-

1. Contribution- Contribution-satisfaction equilibrium theory.
2. Motivation
3. Leadership concept included leadership of situation not position.,
4. Survival of organization

Bernard does have certain characteristics of tradition classical models. like efficiency, productivity, he did not disregarded hierarchy etc.

Bernard’s function of executive is more closed to organization ecology than contemporary organization theory. Organisational ecology requires organisational as per present situation.
16-Nov-2018 - Question 2

“Karl Marx’s interpretation of bureaucracy was rooted in the history of the nature of the State.” Evaluate.

Model Answer

Answers should include the following:

Introduction - Few lines regarding the Karl Marx interpretation of Bureaucracy.

Body - Addressing the needs of the question Karl Marx interpretation of bureaucracy and nature of the state.

Conclusion

Some few points for references

According to the Karl Marx whole society was divided into bourgeoisie (dominant/Haves) and proletariat (dominated/Haves Not). The haves design strategies to keep their interest intact. Marx interpretation of bureaucracy is that it is an exploitative arm of the start, through which state excursive the control. State here represents the interests of the few privileged whose aims is to dominate through a formal manner over the have-nots.

It is rooted in the history of the nature of the state as Marx suggests that the rise of bureaucracy is closely linked with the rise of the state. This can be explained through an evolution of state according to Marx’s.

In the primitive tradition society, there was no formal structure to manage things, as with a change in the society the need of the formal structure (or organisation) was arise to manage the society and then the bureaucracy was born. As with industrialisation, the conflict between the worker and employers was increased. And bureaucracy played a significant role in protecting the interest of employers. As with the change into a state from the feudal tradition society to legal ration society the importance of bureaucracy also increased many-folds. In the modern era with the use of latest technologies, the functioning of the society becomes more complex. And in this scope influence and status of bureaucracy also increased very much.
With the promotion of education, economic development, technological advancement, economic reforms the importance of the bureaucracy is increased many folds. Bureaucracy provides stability and continuity in the administration. Bureaucracy played a significant role in the maintaining law and order in society as well avoiding violent.
26-Nov-2018 - Question 1

“Information constitutes the life-blood of the functioning of an organisation.” Explain the utility and significance of communication in decision-making. (2015)

Model Answer

Communication is a process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understanding are reached among human beings. By communication the organisation activities are unifies. Through communication behaviour is modified, change is effected, information is made productive and goals are achieved.

Chester Bernard viewed communication as the means by which people are linked together in an organisation to achieve a common purpose. Peter Drucker said “Good communication is the foundation for sound administration.”

Information constitutes the Life Blood of Organisation because:

- Communication helps in setting up Organisation Goals and Objectives.
- Communication is necessary for smooth and unrestricted functioning of the organisation.
- Communication helps in making decision.
- Communication helps in establishing necessary planning and Coordination among employees & employers
- Communication is a tool pf supervision.
- Communication is tool for motivation and an increase in the morale of the employees.
- Communication helps in resolving Conflicts
- Communication helps the leaders to manage & Influence the employees

For this Chester Bernard states 7 essentials to maintain Communication lines:

- The lines of communications should be Direct
The Lines of communication should be known to each employee
Every employee should have access to these lines of communication
The lines of communications should be Short & Crisp
The person holding the lines of communication should be of good calibre
Each & every lines of communication should be Authenticated
Leaders should maintain the lines of communication

Communication is as necessary to an organisation as the bloodstream is to a person. The effectiveness of the organisation depends on the effectiveness of the communication network. Communication occupies the central role in functioning of the organisation, as stated by Mooney – “Communication is the Fundamental principle of the Organisation.” It is impossible to have a human relations without communication.
26-Nov-2018 - Question 2

"Systems Theory in essence is not a theory, but an approach to the study of administrative phenomena." Comment (2017)

Model Answer

Answers should include the following:

Introduction- Few lines regarding system theory

Body - Addressing the needs of the question, system theory as approach to study in administrative phenomena

Conclusion

Some few points for references:-

A system is a unified whole or complete entity having two or more interdependent parts or subsystems and it is delineated from its outside environmental supra-system in which it is embedded and with which it interacts. Changing in one part of the system affects other parts and positive growth and adaptation of a system depend on adjustment of the system with the environment.

System theory has a theoretical perspective that analyses a phenomenon seen as a whole and not as simply the sum of subsystems. According to the system theory the administrative phenomena was studied, in which the interaction between the different administrative unit was studied and its influences on each others. The subject under consideration is referred as system and the continuous interaction between the system and environment is called dynamic interaction. Philip selznick had used system framework in the studies of the governments and the complex organisation. Simon, Bernard, Nigro and Nigro, Waldo, Frederickson, Churchman are the main contributor of system theory. System theory is an approach through which the administrative phenomenon and its interaction among units was studied.
Under systemic perspective, instead need to apply a global vision to underline its functioning. Although we can start from the analysis of the elementary components of a phenomenon, in order to fully comprehend the phenomenon in its entirety we have to observe it also from a higher level: a holistic perspective.
28-Nov-2018 - Question 1

“The autonomy of Public Corporations raised a great debate about their internal working and external relation with the Ministers and the Parliament.” Discuss. (2016)

Model Answer

A public corporation is a corporate body created by a special act of the legislature, with its power, duties, privileges, and patterns of management defined by the act. As Herbert Morrison defines a public corporation as a combination of public ownership, public accountability and business management for public ends. For example Reserve Bank of India, Damodar Valley Corporation, Life insurance corporation of India, Industrial Finance corporation etc. Public corporations are an independent body which aims to achieve their target in most efficient, economical and effective manner.

With the emergence of managerial practices of New Public Management (NPM), Public corporation raising demand for autonomy in term of internal working and external relation. While the public corporation faced the problem with autonomy in the internal problem as well as external relation.

The problem in autonomy and internal working are:-

Recruitment and the high number of vacancy:- As a public corporation government is responsible for the appointment at the higher managerial post, due to which delay in recruitment and the high number of vacancy. On the other hand, a person appointed without any prior experiences. Most of the executive chairman are IAS officers or politicians, who generally lack the expertise in management.

Many Public corporations are facing a financial crisis due to poor business models and non-profitable mergers and acquisitions. Financial advisers are appointed by the government.

Lack of competition leads to poor performance. Government controls the fixation of prices of goods produced by the corporation as well as the quantum and rate of payments for services rendered.
Due to strict rules and regulation, innovation in functioning and introducing new reforms become difficult in the public corporation. Due to which the public corporation functions become rigid and nonadaptive to the change to the society.

External problem and autonomy conflict in public corporation are:

Public corporation enjoys autonomy only on paper, due to parliamentary control and ministerial control numerous intervention in day to day functioning and policy matters. Ministers enjoy the power of issuing directives to the corporation.

Reform in public organization needs legislative approval and due to lack of unanimity in parliament, the legislation related to reform get halted in parliament. Due to which the Public corporations are not as much flexibility in functioning as the private sector.

The clash between States-States, the Union States for various disputes, litigation for maximizing their share of benefits mat leaves bad precedence. The high number of pending litigation negatively impact the functioning of the corporation.

Thus it is crucial to sort out these issues by bringing more transparency, accountability, and autonomy in the system. Politics must be separated from the corporation for there effective functioning. Disinvestment in the phased wise manner for the loss-making body is another way. MLAs must come out of their parochial interest in legislative reforms. Rules and regulation ensured the financial and managerial autonomy in functioning to the corporation for e.g RBI in monetary policies. As Peter Drucker and NPM model suggested manager manage, the political leader will control through macro policies and goals & objectives. MoUs (As recommended by Arjun Sengupta committee) with public corporation should be signed with government intervention in an emergency situation.
28-Nov-2018 - Question 2

"Leaders do the right things; managers do them rightly" - (Warren Bennis). Is this distinction by him valid? Explain (2017)

Model Answer

Warren Bennis widely regarded as a pioneer of the contemporary field of leadership studies. He forward some valuable insights on leadership and management. Bennis believes that leadership and management should go hand in hand and they are closely linked and complementary there are a few differences between the two. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

The difference between leader and manager are:-

The manager maintains; the leader develops.

The manager accepts reality; the leader investigates it.

The manager focuses on systems and structures; the leader focuses on people.

The manager relies on control; the leader inspires trust.

The manager has a short-range view; the leader has a long-range perspective.

The manager asks how and when; the leader asks what and why.

The manager has his or her eye always on the bottom line; the leader has his or her eye on the horizon.

The manager imitates; the leader originates.

The manager accepts the status quo; the leader challenges it.
Leadership is a broader concept characterized by broader values which include management values along with equity, empowerment, inspiring others, collective welfare etc. Here, the output maximization is valid to the extent that it benefits all proportionately. The transformational leadership focuses on vision or foresightedness to consider long-term goals and stability of the organization. Similar, views have been mentioned by Follet through a concept like situational leaders who unlike management work need to be more organic and dynamic to spatial and temporal changes.

In the modern rapid changing world, the leader-manager separation or coordination depends upon the situation and organization in they are working. As the organic adaptive organization is more successful same the leader or manager which are adaptive to the situation is most successful. Leadership is an important aspect of administering. The ability to lead effectively is one of the keys to bring effective administrator.
“Blake and Mouton defined leadership styles based on two dimensions – concern for people and concern for production.” In the light of the statement, discuss the Managerial Grid Model. Explain with reason which one of the styles is the best. (2016)

Model Answer

Leadership is a quality of human being to induce other to do whatever they are directed to do with enthusiasm and confidence. Robert Blake and Jane Mouton conducted studies on leadership and came out with model called leadership (or Managerial) Grid. They studied the leadership styles based on two dimensions – concern for people and concern of production.

Concern for people refers to how a leader interact with the people in the organization who are working to achieve the objectives. This concern including building organizational commitment and trust, promoting the self-worth of employees, working environment and condition, maintaining a fair salary structure and promoting good social relations. While the concern for production in which leader is more concerned about achieving organizational objectives. It involves policy decision, product development, process issue, workload, and sales.

The Managerial Grid joins concern for production (Horizontal axis) and concern for people (vertical axis). The grid is nine by nine matrix, and they came out with five major type of leadership styles.
Impoverished style (1,1) The leader has virtually surrendered all his responsibilities and is merely acting as a messenger for a superior-subordinate relationship.

Produce or perish style (9,1) This type of leader is highly authoritarian.
Country club (1,9) This type of leader has low concern for production and high concern for interpersonal relationship.

Team Leader (9,9) This type of leader is rational and emotive both. The type of promotes participation and teamwork in the organization and satisfies a basic need in employees to be involved and committed in their work.
Middle of the road (5,5) They are intermediate of all types of leaders. They find a balance between production and people.

Middle of the road type leader find an equilibrium, avoids conflict in the organization and establish the balance into production and interpersonal relationship. They are expedient and avoid conflict in the organization.
The team-oriented (9,9) leadership style is the most effective of all in all situations. They increase the participation of the employees in the objective of the organization. They create the working environment and condition better so the employees enjoy working in the organization. They keep the employees motivated and the moral high.
30-Nov-2018 - Question 2

Do you agree with the view that the charismatic approach of the mid-1970s is a "new version" of the classical Trait Theory of Leadership? Give reason. (2015)

Model Answer

The classical trait theory of leadership considered that retain identifiable qualities or characteristics that are unique to leaders and the good leaders possess such qualities to a greater extent. Trait theory becomes popular in the 1930s. While on the charismatic approach of mid 1970s believe that subordinate makes the leader posses certain qualities. Charismatic leadership style relies on the charm and persuasiveness of the leader.

The charismatic theory may be more in relevance to trait theory of leadership because –

1. Both believe in specific traits of leader - Persistence, Intelligence, patience, self-confidence, Initiative, commitment, the ethical mentality in the face of odds, Influence, eg. Indira Gandhi, Thatcher (Charismatic leader), Gandhi, Mandela

2. Possess creativity and technical competence to face difficult situations and lead society by examples.

3. Both believe the personalities have god-gifted nature to bind followers in a team which cannot be done by anyone else. Leaders are born.

4. Both have achieved a sense of high emotional ability.

The maturity of the leaders can be seen through their ambition to achieve goals and to lead and motivate their followers to achieve the same. The Classical Trait theory is revived through the 1970’s charismatic approach.
10-Dec-2018 - Question 1

“The legislative control over administration is not as effective as it out to be.” Comment. (2016)

Model Answer

Accountability is the core of the democratic system. The system of legislative control over administration operated through the parliamentary control. As L.D. white said power in a democratic society requires controls and the greater the power, the more need for control.

The Ways through which Legislative exercise control over administration are:-

1. Question, debate, and discussion in the parliament about the functioning of the administrations.
2. The parliament can draw the attention of the government to a serious problem in administration through calling attention notice.
3. Debate and discussion during the passage of finance bill and appropriation bill.
4. The parliamentary committee looks into the details of the functioning of the administration. Committees are the expert bodies they enhance the capacities of the legislation to ensure the accountability of the administration.
5. Parliamentary audit establishes the legality of expenditure and revenue.

The legislature has to counter-check whether the directions outlined in the budget is followed or not.

The Legislative control over administration is not effective as it has to be due to certain reason. And the reasons are:-

1. The legislature is represented by a huge number of laymen who lacks expertise and skills. Lack of time, staff and expertise and technical knowledge to exert effective control in the most meaningful areas.
2. Parliament cannot raise money or any tax unless executive demands it but can only increase or reduce those demands.
3. The legislature is composed of member predominantly from political parties or the coalition power who are in power. Therefore tools such as question hour, debated and discussion are taken very casually.

4. Most of the time the legislative business are conducted with political motives and overtones.

5. Funds are not provided many times as the legislature lacks technical knowledge and is not able to understand the need by the executive for excess grants.

6. No sustained measure of control and surveillance.

The decline in the standard of parliamentary debate and regular disruption in the parliament reduced the effectiveness of the legislature control over administration. The control exercised by the legislature over administration is more theoretical.
10-Dec-2018 - Question 2

"Administrative law is recognised by its substance rather than its form." Discuss (2017)

Model Answer

Administrative Law is the law relating to the administration. It determines the organizations, power, and duties of the administrative authorities. It also lays down the methods and procedures which are to be followed by them during the course of remedies which are available to the persons whose rights and other privileges are damaged by their operations. Administrative law includes all those areas wherever the administration is involved. In absence of administrative law, Public administration can’t operate.

Delegated legislation and administrative adjudication are the two form of the administrative laws. Delegated legislation referred as laws, rules and regulation which are formulated by administration by virtue of transfer of power by the legislature to the administration. Administrative adjudication begins when there is any inquiry, investigation and settlement of the dispute involving a private party by an administrative department or agency.

The importance (or need) of administrative law :-

1. Legislature lacks expertise while on another hand administrative law provides flexibility in approach.
2. the legislature has become a much bigger body to formulate rules and regulation
3. Adoption of the welfare state as part of democracy; the administrator is expected to perform a huge number of function which requires administrative discretion.

For eg. Income tax Act, Company Law are the examples of the administrative law they defines in the the administration exercise their discretionary powers and restrict the misuse of power by the executives.

Administrative law compliments (or supplement) Constitution Law. Administrative law provides the restriction on discretion power of the administrators and
provides for the grievance redressal. For the implementation of any act and policies, the administrative law is essential. Constitution defies the organs of the state, the administrative law defines in which the organ of the states function. The substance of the administrative law matter rather its form.
12-Dec-2018 - Question 1

“Legislative action is not subject to the rules of natural justice.” Explain the exceptions to the rule of natural justice. (2015)

Model Answer

The essence of natural justice fairness and unbiased decision making. The two elements of natural justice are No man shall be Judge in his own cause and Both sides shall be heard, or audi alteram partem. Legislative is one of an important pillar of democracy. Legislature involves in the law formulation and policy formulation for the society. Legislative actions are based on socio-economic and political reality. Legislative action not following natural justice always because of disabilities or imperfections created by a society which needs to be treated.

The exception to rules of natural justice in legislative functioning are:-

1. The final decision of speaker on the issue of a money bill, anti-defection law is considered final.
2. As Article 105 of India constitution provided special privilege to the member of the parliament. These special privileges put legislators in a special position in comparison to the citizens.
3. The legislators must pursue the policies for the empowerment of weaker section. Reservation policy, Subsidies, ensured that the benefit of the development reaches to all the section of the society.
4. Drug price control to make drugs affordable to the large section of the society while on another hand it is against the open market practices.
5. The observance of the principles of natural justice may be excluded in case such observance would cause injury to the public interest.

Minister or any other body in making legislation is not subject to the rule of natural justice. Nevertheless, there is judicial review available to the people in case the legislation is unconstitutional. legislative function or act is not subject to the principle of natural justice but if there is a provision in the statute requiring the observance of the rules of natural justice, the provision must be complied
with and thus in such condition the rules of natural justice would be required to be observed.
12-Dec-2018 - Question 2

“In spite of certain advantages, Social Audit arrangements have mostly been ineffective because there is no legal provision for punitive action.” Comment. (2016)

Model Answer

Introduction- Few lines regarding Social Audit

Body - Advantage of Social Audit, Why social audit is ineffective and Steps to make the social audit more effective

Conclusion

A social Audit is an important tool and a post facto mechanism in modern days. It is multi-stakeholder approach to measure, understand, evaluate and report certain activities and programs so as to enhance the social, ethical values and performances. It also helps to reduce the gap between vision and reality.

Advantages of social audit

1. Social Audit offers a slew of advantages to people, especially to the disadvantaged people. Some of the advantages are:
2. Social Audits increase the people participation and enhance the democratic values.
3. Social Audit takes care of all the stakeholders and promotes collective decision making and sharing the responsibilities.
4. Social Audit has increased the capabilities of the disadvantageous and marginalized people.

How to make Social Audit effective:

1. To organize the mass campaign to increase public awareness.
2. Established a trained social audit expert team at the district level.
3. The legal framework for social audit like Meghalaya enacted social audit law recently.

A social audit helps to narrow gaps between vision/goal and reality, between efficiency and effectiveness.
14-Dec-2018 - Question 1

"The journey of Administrative Law has moved much beyond A.V. Dicey comment" (2018)

Model Answer

Administrative Law is that branch of law that is concerned with the composition of power, duties, rights and liabilities of the various organs of the Government that are engaged in public administration.

As per Indian Institution of Law - “Administrative Law deals with the structure, powers and functions of organs of administration, the method and procedures followed by them in exercising their powers and functions, the method by which they are controlled and the remedies which are available to a person against them when his rights are infringed by their operation.”

AV Dicey in his book The Law of the Constitution (1885) has given the following three implications of the doctrine of rule of law.

1. The absence of arbitrary power - No man to be punished except for a breach of the law.
2. Equality before the law - Equal subjection of all citizens to the ordinary law of the land administered by the ordinary law courts
3. The primacy of the rights of the individual - The constitution is the result of the rights of the individual as defined and enforced by courts of law, rather than constitution being the source of the individual rights

Dicey's definition of Admin. Law was in contrast to Droit Administratif which was practised in France and entailed separate laws and courts for members of the society and members of the state/administration. He advocated one lawmaking body (legislature) and one law applicable to everyone.

However, with the advent of modern societies, Admin. Law has gone much beyond Dicey's definition. With society becoming complex a lot of issues have come up for which expertise in lawmaking is required. Thus, delegated legislation has become a norm - wherein, the executive authority makes laws within the
power bestowed on them by the legislature. So, only one body making the laws is no more feasible.

Also, in modern-day societies, certain laws have come up which favour a particular section (although to make them equal) e.g. reservation provided to certain castes. Undoubtedly, the intent for such laws is to enable such sections, yet, these laws are not equally applicable to all.

In today's society, the end has become more important than the means. The end goal is to protect the dignity of the citizens for which a departure from the strict interpretation of Dicey's definition is imperative.
14-Dec-2018 - Question 2

Discuss the view that “tribunals should have the same degree of independence from the executive as that enjoyed by the Supreme Court and High Courts, especially for those tribunals that look over the functions of High Courts.” (2013)

Model Answer

Administrative tribunals are alternate systems of justice, whose standards are not codified like that of the standard judiciary but adjudicate on the principles of natural justice. They are designed for the purpose of swiftness in administrative conflict resolution and to lowers the burden of a regular judiciary which is not adept in technical matters concerning the administration. Tribunal. Giving the same degree of independence from the executive as that enjoyed by the Supreme court and High courts may have its positives and negatives

Points in support of the view:

1 Tribunals are involved in the interpretation of the law to ensure objectivity, impartiality in-laws and rule of law, in general, that is possible only when there is arms' length distance between them and the executive.

2 There is a lack of openness and transparency within the tribunal. As there are no set qualification criteria to become a member of the tribunal.

3 They can lessen the burden of higher judiciary bringing in efficiency in the delivery of justice

Points against the view:

1 They should remain under the high courts unless the litigation against their decisions will be filed in supreme court only, leading to overburdening of SC and defeating the purpose of fast and cheaper justice.

2 Tribunals achieve speedy justice by circumventing the rules of evidence, costly and time taking procedures, which sometimes does not lead to the delivery of fair
justice in all cases. So providing higher independence will eliminate checks and balances which is currently present.

3 Independent tribunals will reduce the scope of the judiciary which is the interpreter of the Constitution. Also, a large number of delegated legislative rules may be taken away from higher judiciary's purview which is its constitutional mandate under Article 13.

For any instrumenting dispensing justice, it is extremely important that it acts without any fear or favour, the same holds true for administrative tribunals.
24-Dec-2018 - Question 1

“Riggs observed that three ‘trends’ could be discerned in the comparative study of Public Administration.” Discuss. (2016)

Model Answer

Introduction- Few lines regarding Comparative study of Public Administration.

Body - Riggs trends in Public administration and comparative study.

Conclusion

Some few points for references

Comparative Public Administration is a comparative study of government administrative system functioning in different countries of the world. Administrative study before world war II was Descriptive and normative.

According to Fred Riggs, there were three trends which were noticeable in the comparative public administration. These were:-

1. Normative to empirical
2. Ideographic to locomotives
3. Non-ecological to ecological

The traditional studies of Public Administration were descriptive historical and normative in nature. The major focus should be on empirical studies i.e. to arrive at inferences on the basis of extensive field study instead of a normative description.

An idiographic approach concentrates on unique cases, e.g. a historical event, the study of a single agency, a single country or even a single cultural area. The nomothetic approach, on the other hand, seeks to develop generalisations and theories which are based on analysis of regularities of the behavior of administrative systems. The traditional studies are mostly culture-bound ethnocentric and Eurocentric or Western-centric. The studies ignored the environmental influence on the administrative systems. The studies undertaken
after World War II are largely cross-cultural and cross-national and focused on the impacts of the environment on the administrative system and subsystem.

The importance of Comparative Public Administration lies in its academic utility in terms of scientific and systematic study of Public Administration and in improving the knowledge about other administrative systems so that 'appropriate administrative reforms and changes can be brought about in different nations.
24-Dec-2018 - Question 2

"Liberalisation, privatisation and globalisation have transformed the nature of development administration." Discuss (2017)

Model Answer

Introduction- Few lines regarding development administration

Body - Effect of liberalisation, privatisation and globalisation on development administration

Conclusion

Some few points for references

Development administration has two aspects - administration of development and development of the administration. The delivery of goods and service by the administration is referred as administration of development. And the necessary process of building of capacity of the administration in terms of technical expertise, management skills and financial strength so that it becomes possible on its part to deliver goods and service is referred as development of administration.

Effect of liberalisation, privatisation and globalisation on development administration are:-

1. With liberalisation and privatisation private sector are also involved in delivery of quality services. Due to this the efficiency of development administration is increased.

2. With the globalisation, new global practices are adopted by developing countries. Such as use of Information technology in development administration

3. With liberalisation and privatisation the role of state is minimised due of which the state is only focused on essential activities

4. With LPG development administration focus shifted to developing countries

Development administration has been a notable landmark in the history of Public Administration. It has provided a new philosophical and practical direction to
Public Administration. Liberalisation, privatisation and globalisation increases the efficiency of Development Administration (Public Administration).
26-Dec-2018 - Question 1

"Development administration and administrative development have a chicken and egg kind of relationship" - (Riggs). Elaborate (2017)

Model Answer

According to Hahn Been Lee, development administration involved management of government or of an agency to ensure the capability to cop up with social change and sustained growth. Development Administration is a type of administration or management, adapted for the particular needs of developing countries has been referred to interchangeably as development administration or development management. Broadly development administration is an integral part of societal development and is profoundly influenced by the overall political, economic, and cultural attributes of society.

According to the Riggs, Development administration has two aspects - 'Administration of development’ (implementation of development policies and plans) and the ‘development of administration’ (improvement of administrative capabilities).

Development Administration has to be efficient and effective. For that purpose, it has to aim at an enlargement of administrative capabilities and structural and behavioral change. It is this aspect of administration that is called administrative development or development of administration.

Administrative development is concerned with:

1. The capacity of an administrative system to take decisions in order to meet the ever-increasing demands coming from the environment and with the objective of achieving larger political and socio-economic goals.
2. Increase in administrative capability and capacity
3. Increase in size, in specialization and division of tasks and in the professionalization of its personnel.
4. A pattern of increasing effectiveness in the optimum utilisation of resources.
5. Transformation of existing administrative mechanism into new machinery through modernizing the bureaucracy by external inducement, transfer of technology and training.

6. Promotion of development initiative.

7. Administrative reorganisation and rationalisation.

8. Removing or reducing bureaucratic immobility and widespread corruption.

The development of administration means the development of administrative machinery and processes suited to the task of national development. Only through an effective administrative system can the goals of socio-economic development and nation-building be achieved.

Characteristics of Development Administration:-

1. Change-oriented, Goal-Oriented and result oriented

2. Citizen participation in the administration

3. Commitment to development

4. An integrated and holistic process

5. Believes in decentralization.

6. Democratization of administration

7. Inclined to social needs

8. Focused planning

Actually, administration of development and development of administration are interrelated concepts. Both are dependent on each other. Administration of development is as important as the development of administration. To achieve development goals it is essential that there is a proper assessment of resources, proper plan formulation, evaluation and implementation, adequate involvement of people, emphasis on technological change and self-reliance. At the same time, we also need a developed bureaucracy, integrity in administration, initiative, innovativeness, a delegation of powers, decentralised decision-making etc. Administrative development cannot take place without administrative change and reform. Both the concepts support each other and development of administration is needed for administration of development. The superiority of one concept over the other cannot be established.
26-Dec-2018 - Question 2

“Self-Help Groups are considered as a one of the most significant tools to adopt participatory approach for economic empowerment of women.” Comment. (2016)

Model Answer

Introduction- Few lines regarding Self Help Group and women empowerment.

Body - Role of SHG in women empowerment. Success and limitation of SHGs.

Conclusion

Some few points for references

The concept of women empowerment has changed from welfare to equity approach by which the powerless gain control over their lives and resources to overcome external barriers (lack of health, mobility, education, and awareness, status in the family, participation in decision making) and gain internal qualities such as self-awareness and self-confidence. In this way, women’s empowerment has become a prerequisite for the socio-economic development of any community in the process of change.

The SHG is a method of organizing the poor rural women to come together to solve their problems as a group. Here, women collect their savings and put it in a bank. In return, they can access loans with a small rate of interest with the main objective to start a micro-enterprise. It is formed with 15-20 members living in a particular locality. Thousands of poor and marginalized women in India are building their lives and societies through these groups. Indeed, this movement has become important for financial services delivery but also for the livelihoods’ promotion, community development, and women’s empowerment.
Self-help groups provided much-needed finance through micro-finance. This helps female population to escape from poverty. As well there is absolute zero for non-performing assets. The loans are recovered through intimidating forces.

The Self-help group are a limited success due to some limitation as well their influence is restricted to the limited area of India. For the nationwide women empowerment, it required that the self-help group has to be an effective and nationwide presence.
28-Dec-2018 - Question 1

“The problem is to achieve the right balance between a competitive market economy and an effective State : markets where possible; the State where necessary.” Justify your answer. (2016)

Model Answer

The debate of strong state and competitive market economy has become more relevant in and meaningful in developed countries by 1980s and in developing countries in 1990s. The market has invisible hands which automatically take care of all the wrongs by balancing the demand and supply. While on another hand ineffective state economy, the state controls the market and decides the prices of the commodities and goods.

Keynes propagated strongly for enlarging the role of the state, the concept of the welfare state emerged during that time. The state is a better actor to manage the market and welfare of the people. As with new emerging crisis, the role of the state was changed and the New Right philosophy and neo-liberal policy emerged. The New Right Philosophy advocated for smaller state and the market has to be liberated from the state. Anthony Downs, Vincent Ostrom, Tullock were in the opinion that the size and monopolistic nature of the market have become the roadblock to the growth of the market. They advocated for the marketized state. As Waldo observed in Minnowbrook II the role of the state will change but the importance of the state is not going to be undermined.

According to Peter Drucker, the role of the state is shifting toward government by the market. The government by the market is based on three major dimensions:-

1. Slim State:- Rolling back of the state. The state role is limited to the critical areas only. Due to the liberalization and privatization, the state is becoming slimmer and slimmer.

2. Liberation of the market:- The market is deregulated. The private sector is allowed to operate in any sector. The market is released from the state control. Due to which efficiency and effectiveness of the market have increased significantly.
3. Introduction of market principles and practices: In the era of liberalization and globalization, the principles and practices that operate the market have increased.

With the rolling back of state, the role of the state is changed from the service provider to service regulatory. The main responsibility of the state in changed time is to regulate the market and ensuring open and free market. The state role is limited to the critical areas and to manage the market. The state can take up its critical roles only when it is financially ideologically and technologically and intellectually strong. The state should be active in the area where non-state institutions are either absent or inadequate in the era of the liberalized and globalized world.

Denhardt and Denhardt suggested that the state can’t afford to be like market institutions. The role of state will be redefined and the markets can’t be left unregulated. The state should focus on the concept of new public services. The market may operate freely but on the boundaries of social and constitutional ethos. The state has to steer not row now. The state role is limited to facilitator and regulator to the market. The state intervened in the emergency situation only otherwise market operate freely.
28-Dec-2018 - Question 2

“The term Development Administration can be used only in a broad sense to mark the variety of approaches and points of view.” Discuss. (2014)

Model Answer

Introduction- Few lines regarding Development Administration

Body - Developmental administration various approaches and views.

Conclusion

Some few points for references

The concept of the development administration emerged in the 1950s and ‘60s in the background of comparative public administration. The study of the administration in post world war II and postcolonial development in the developing countries.

Riggs, Wiedner, Lycian Pye etc. believed that there is an interconnection between developmental and non-developmental works. They believed that the development administration has two aspects- administration of development and development of administration. The delivery of goods and services by the administration is referred to as administration of development. Building capacity of the administration in terms of its technical expertise, management skills, and financial strength so that it becomes possible on its part to deliver goods and services is referred to as the development of administration.

Few more views on development administration are:-

1. Comparative Politics Group:- According to the comparative politics group, development administration is a paradigm mean to bring about political and system stability in administration. The political stability is mandatory for the development.

2. Comparative Administrative Group:- According to them, Development administration in developing counties is a phenomenon of rapid socio-
economic development and nation-building thereby ensuring the stability of the administration.

3. Organizational view:- According to them, Development Administration is all about introducing modern Weberian system of bureaucracy in developing countries to bring rapid socio-economic development. Edward Weidner and Caiden are proponents of organizational views.

4. Ecological view:- According to Riggs, Heady and Waldo development administration is not about modernizing the administration system through a Weberian administrative system. It is more about rapid socio-economic development in developing countries.

While George Gant referred to development administration as a system characterized by its purposes, loyalties, and attitudes. Edward Weidner defined development administration as an action-oriented and goal oriented administrative system.

So, there are many perspectives of seeing development administration. Even many thinkers gave anti-development thesis who were not satisfied with the above definitions. There is no unanimous definition of DA. Broadly it is used of all the theories whose target is to provide rapid socio-economic development to developing countries.
07-Jan-2019 - Question 1

"Training is considered as paid holidays." Comment (2016)

Model Answer

Introduction - What is Training and its importance

Main Body- condition of training in India and ways to improve it and make it more relevant in human resource development

Conclusion

Some few points for references

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals for improving one’s capabilities, capacity, and performances. The time is changing and the relationship between the training and other management activities is also changing. The training and development activities are now equally important with that of other human resources functions.

The objectives of training include - Keeping up to date and enhancing professional knowledge and skills need for better performance of individual and organization, promoting a better understanding of requirements as well as sanitization to professional, socio-economic and political environments in which officers perform and bringing about right attitudinal orientation.

Training is considered as paid holiday because:-

1. Training in India suffers from low priority and adhocism.
2. Training facilities such as foreign tour are utilized largely by the senior level officers, and middle-level officers whose roles are crucial in maintaining the efficiency miss the opportunity.
3. In the mid-career training system it has been stipulated that promotions will not be given if training is not complete. However, there is no formal evaluation of performers of trainees even in the newly introduced programs.

4. The training programs are largely concerned with senior civil servants and very little training are conducted for middle and junior level civil servants.

5. The training is not supported by research and development and proper consultancy.

6. Minimal value is attached to training by a number of senior officers. Generally, separable officers are trained and not the good performers.

As Second Administration reform commission recommend the successful completion to training (mandatory training at the induction stage and periodically of career) should be minimum eligibility for confirmation in services and subsequent promotions. The objectives of mid-career training should be to develop domain knowledge and competence required for changing job profile. A strong network of training institutes at junior and state levels should be established.
07-Jan-2019 - Question 2

“The term policy implementation is in some respects preferable to the label public administration.” Argue. (2015)

Model Answer

Wilson advocated administration-politics dichotomy. Simon, Gladden, Thompson, Cyert etc, held that Public administration is executive branch of the government i.e, mainly to do with policy implementation, in that context, it is often viewed that Public administration is policy implementation. Public administration is nothing but implementation of policies formed by political heads. The process through which the policies are enforced that is the policies formulated are converted into realities is referred to as policy implementation.

Public Administration is Policy Implementation:

1. Public Administration is successful only when policies are implemented in the right spirit.
2. It insulates public administration from political interference and helps achieve the goals with autonomy.
3. Socio-economic development is one of the objectives of public administration is only achieved through effective implementation of the policies.

Public administration is more than policy implementation. It inlaces all the activities of executives, legislature, judiciary, and their interrelations.

1. The administration is getting more complex and specialized in the era of globalization and privatization. Thus there is a need for more politics administration cooperation to achieve creative potential. The role of the state is changed to the facilitator, catalyst and regulator. Networked governance in partnership with the private sector, voluntary organization and involvement of non-state actor.
2. Scholars like Nigro and Nigro held Public Administration involves all three organs due to interdependence and interrelatedness between all the organs of the government.

3. In the era of good governance public administration also needs to deal (involved) with non-state actors as well.

4. Waldo, New Public Management, New Public Administration, discard the Politics Administration dichotomy and substitute it with politics administration fusion.

Though Policy Implementation (government in action) remains the staple core of Public Administration, its nature is polyglot, dynamic and ever-changing according to environmental factors. Public Administration as policy implementation to secure for its scope and focus to establish as a separate discipline. But in today's modern era it is no more the case and public administration is much more than policy implementation.
09-Jan-2019 - Question 1

"Lateral entry of competent experts into the government will promote freshness and innovation, but it can create problems of accountability" Discuss (2017)

Model Answer

Introduction - What are Lateral Entry and need of it

Main Body- Benefit of Lateral entry and problem or challenges in lateral entry

Conclusion

Some few points for references

Lateral entry in the civil services refers to a move by the government to appoint outsiders (not candidates from Civil Service Examination) in the middle rung of the ministries. The appointments are mainly to be made for the posts of Director, Joint Secretary, and Deputy Secretary. The issue of lateral entry is being considered in light of a huge shortage of officers in the middle management level of the central government that has been indicated by the Central Government.

Lateral entry brings fresh talent to the bureaucracy which brings freshness and innovation in the approach. Apart from that, there are many other benefits of the lateral entry are:-

1. The administrative problems at the implementation level (district, tehsil, panchayat) require the intervention of specialists with domain expertise and not generalist IAS cadre who heads the department in the capacity of Secretary for a period of 3 years but lack the understanding of the ground level problems and the specific solutions required. lateral entry being domain experts in the civil services.

2. Outside talent from the private sector is more likely to be target oriented which will improve performance to the government. Also, more competition will encourage career civil servants to develop expertise in areas of their choice.
3. A diversity of experience and domain expertise together can ensure that policies have a better connect with ground realities, and get implemented more efficiently.

4. When civil servants are made to compete with outside talent, the lethargic attitude and bureaucratic inertia will diminish. So the prospects of lateral entry will always propel overall efficiency.

While on one hand Lateral entry brings efficiency while on another hand it creates the problem with accountability. The other challenges related to lateral entry are:-

1. There is a fear that lateral entry could turn into a spoils system where politically committed individuals could get handpicked into important positions that influence policymaking and program implementation in the government.

2. Lateral entry into civil services undermines the career progression avenues of existing civil servants and also hampers the employment opportunities of young aspirants looking to enter the famed civil services for a fulfilling career.

3. The proposal for lateral entry at senior decision-making levels will increase the disconnect between policy-making and policy implementation.

4. Lateral entrants have struggled to find into the system and understand the processes and dynamics of government decision-making.

5. In any sector of employment, one can attract good candidates only if there is an incentive of reaching the top managerial positions. However, this will be totally hurt if the lateral entry is allowed.

Lateral entry into civil services has been recommended by many commissions and committees and is not a new idea. In its 2002 report, the Civil Services Review Committee headed by Yoginder Alagh recommended lateral entry into other Departments as well (apart from Space, Science, and Technology, Telecommunication, Electronics etc). The Surinder Nath Committee and the Hota Committee followed suit in 2003 and 2004, respectively. In 2005, the second Administrative Reforms Commission (ARC) recommended an institutionalized, transparent process for lateral entry at both the Central and state levels.
Lateral entry into civil services is not a new idea but it has not been followed as an institutionalized practice earlier. Although there are some shortcomings with this approach, that need to be addressed, there are many benefits associated with the lateral entry of outside experts into the civil services which should, hopefully, catalyze the rule-bound bureaucracy to become the agents of change.
09-Jan-2019 - Question 2


Model Answer

Introduction - What Public policy Making, Rationalism and incrementalism

Main Body- Comparison between Rationalism and Incrementalism.

Conclusion

Some few points for references

Public policy is the expression of the intention of the government of what to do, what not to do, what actually is done and what actually is not done. Public policy is a policy framed by the government. The government carries out of public policy with the help of a number of agencies such as individuals, departments, ministries etc.

Rational model and Incremental model are the two model of public policy formulations.

Rational model propagates that the policies are made by the government based on absolute rationalities. This model is based on the ‘Principle of one best way’. This model is prescriptive and universalistic in approach.

While Charles Lindbloom was very critical about the rational model’s concept of one best way. And he suggested marginal incrementing or successive changes. When a new policy formulated, there is a huge cost involved in formulations. In additions, any new policy has difficulty in adjusting with the existing environment. The existing model is successively and marginally incremented with mutual adjustment and negotiation among the competitors. Incremental is a pluralistic model.
Rationalism is formulating policy with rationality and taking the risk, while through incrementalism the improvement in existing policies and with minimum risk.

However, in actual practice, we find public policies are dominated by sustained incremental reforms with radical reforms in between, for eg NEP 1991. Similarly, though policies are not rational, they are also not totally incremental rather “creative incremental” for eg. Housing for all, RURBAN, Skill India etc in India.
11-Jan-2019 - Question 1


Model Answer

Some few points for references

Codes of conduct are specific rules designed to outline specific practices and behaviours that are to be encouraged or prohibited under the ethical code of an organization or individual. Codes of conduct layout guidelines and procedure to be used to determine whether violations of the code of ethics have occurred and delineate the consequences for such violations. A conduct code is designed to translate the ethics code into specific do and don't guidelines and to promote adherence to the code of ethics by providing specific examples of real-world applications of the code of ethics.

Code of ethics is the framework of morals as provide broad values that underlines the understanding between right and wrong. It provides certain codes that are designed by people of the organization. In case of public services, Nolan committee report on ethics tell the values needs to be ingrained in service. Values like integrity, accountability, responsibility, honesty, transparency are the ethical values for citizen-centric administration, Dedication to service, commitment, impartiality leads to utmost efficiency in the public interest.

Code of conduct and code of ethics may be used interchangeably by many organizations which are a certain set of parameter which everybody in the organization expects to follow and also attract legal implication in case of violation. Code of conduct is needed to maintain the professional sanctity while the code of ethics is needed to make a balance between professional values and individual values

Code of conduct is more about compliance of rules and regulation while on other hand code of ethics put a restriction on behaviour in the manner as defined accordingly to the organization values.
11-Jan-2019 - Question 2


Model Answer

Some few points for references

Position classification aids in the classification of employees and identifies their position depending on various parameters. If qualifications can be the basis on which he is given the position, it is the duties and responsibilities that enforced to create suitable working conditions to execute enforced factor.

Recruitment is a selection of a best-qualified person for the job. Qualification is one of the bases of selection and recruitment. The basis on which recruitment is done is to make sure candidate has an aptitude to perform the duties and responsibilities assigned to him. The working environment keeps the moral high of the organization and individual motivated to achieve its potential.

Position classification is necessary because:-

- Selection the best-qualified person for the job.
- Job motivation and job satisfaction.
- Provide individual an opportunity to match its competences to its roles and responsibilities.
- The delegation of Authority is based on the position which in turn is based on the responsibilities of job and working conditions.

Duties, responsibilities, and qualifications of the employee are interrelated and position classification is based on these three parameters. As Dimock said Sorting and Ranking of position in a hierarchy based on comparative difficulty and responsibility.
14-Jan-2019 - Question 1

Is Peter Drucker justified in saying, “Management principles should not tell us what to do, but only tell us what not to do”? Comment. (2014)

Model Answer

Management is art of getting things done. Within an organization, there are many things which need to be done in a proper systematic and planned manner and then there are many things which must be avoided. The classical theorist follows the same approach, Like Fayol, Gulick and Urwick recommend numbers of principles like hierarchy, division of labor, specialization, span of control, authority and responsibility.

While on other hands, Peter Drucker emphasized that management principles should only tell us what not to do. Management principle like hierarchy, unity of command, stringent rules, are the reasons for negative growth of the certain organization as they put a break on innovative and creative thinking. Peter emphasize on the negative list of management principles i.e, what not to do.

According to Peter Drucker Management should not tell us what to do, as:-

- Management is blended with many disciplines.
- In the dynamic environment, management has to be adaptive and flexible.
- No rules can be implemented universally
- Rules and regulation are against innovation and experimentation.
- Not equally applicable to all types of organizations (private and public organizations).

Drucker himself was much experimental in nature and had predicted many events of future based on his knowledge, experience, and innovativeness. Drucker considers that Management should tell us what not to do; so that:-

- Based on the behavioral concept where organizational members are assumed to be rational actors.
- The manager can learn from past mistakes, and innovative & flexible in his approach.
• Pave the way to develop a way forward through the participative approach.
• Knowledge workers working with MBO, learn to manage themselves thereby becoming creative and continuous learners

Management principles should be just a framework which provides for the broad overview of the functioning of the organization along with restrains necessary for efficient functioning without a tussle.
21-Jan-2019 - Question 2

“Fiscal policy and monetary policy are the two tools used by the State to achieve its macroeconomic objectives.” Examine the statement and point out the differences between the tools. (2016)

Model Answer

Answers should include the following:

Introduction- Few lines regarding macroeconomics objectives, monetary policy, and fiscal policy.

Body - Addressing the needs of the question, Difference between the fiscal and monetary policy. importance and components of both

Conclusion The usage of both and impact on the economy of the country.

Some few points for references

Monetary policy is a policy employing the central bank control of the supply of money as an instrument for achieving the objectives of general economic policy is monetary policy. Monetary policy is related to the availability and cost of money supply in the economic order to attain certain broad objectives. While fiscal policy is concerned with the raising of government revenue and incurring of government expenditure. The macroeconomic objective is employment generation, price stability, equal income distribution and sustainable rate of economic growth.

As the Central bank is responsible for the monetary policy while the central government is responsible for the fiscal policy. The fiscal policy of an economy is more directly connected to public policies of the administration. The fiscal policy can more directly affect the demand economy. The fiscal policy is the more effective tool to address the economic disparities exciting in the developing countries.

For the effective and effective economic policy, both monetary policy and fiscal policy have to work hand in hand. Each one has to compliment each other to achieve the macroeconomic objectives.
23-Jan-2019 - Question 1

“The term ‘work study’ may be used in narrower and wider senses.” Elucidate. (2016)

Model Answer

Work Study is the systematic examination of the methods of carrying out activities such as to improve the effective use of resources and to set up standards of performance for the activities carried out. The main objective of the work-study is to improve the productivity of men, machines, and materials. The aim of work-study is to determine the best method of performing each operation and to eliminate wastage so that production increases with less fatigue.

In the narrower sense, the Work study is used in the industrial organization. As the work-study come into existence to increase the efficiency and productivity of the industries. Work study about how to improve efficiency. The work study is on the basis on the trial and error method, and they implemented at the industrial level.

While on wider sense the work-study is used in the functioning in the administration. And the work-study is more about the administrative reform and administrative development to improve the efficiency and effectiveness of the administration. Work study is techniques to understand the basis for the accomplishment of jobs.

The work study in the bureaucracy are:-

- To study about the Function performed by the bureaucracy.
- Whether the bureaucracy has necessary capabilities (Skills) to perform those functions.
- How to improve the efficiency of the bureaucracy, which Riggs called Administrative development.
- How to measure the performance of bureaucracy in objective terms, weakness, and strength of the bureaucracy.
- How to give them better training to improve the performance of the bureaucracy.
Work study are the examination of human works in all its contexts, and which lead systematically to the investigation of all the factors which affect the efficiency and economy of the situation being reviewed, in order to effect improvement in productivity, quality, and safety. Work study ensures higher productivity, job satisfaction and job security to workers, quality product and better service to the customers.
23-Jan-2019 - Question 2

Public borrowing produces different effects on the economy. Examine. (2016)

Model Answer

Public borrowing is considered to be an important source of income to the government. If revenue collected through taxes and other sources is not adequate to cover government expenditure government may resort to borrowing. In other words, Public borrowing involves a withdrawal made in return for the government’s promise to repay at a future date and to pay interest at the interim.

Public borrowing may be raised internally and externally. Internal debt refers to public debt floated within the country; while external debt refers to loans floated outside the country. The effects of public borrowing depends upon such factors like the sources of loan, funds, the purposes for which the borrowing is done, the terms and conditions at which the debt is floated, the volume of existing public debt, the interest rates, the types of loans employed and lastly the general economic conditions of the community.

Impact of the public borrowing are:-

- The government may borrow from the general public. In that case, the purchasing power is transferred from the private hands to the public hands and so the public borrowing may tend to curb consumption as well as investment in the private sector.
- If public borrowing is to finance revenue deficit then it will result in inflation.
- If the public borrowing is to finance capital deficit then it will result in growth and development of the country.
- If borrowing is in term of external borrowing and reaches the threshold limit then it will lead to a balance of payment crisis.
- Too much of the public borrowing can create a situation where private organisation would find it very difficult to get finance from the market.

Public borrowing is deferred taxation. Therefore, it is likely to generate sharp pulls by the price instability and disequilibrium resulting from the disturbance on the
various sectors of the economy. The importance of public debt management is increasing rapidly because it has its effects on the economy as a whole. In the Indian context, the debt management is not merely those of creating various instruments of debts to finance the deficit in the budget and managing them. But its objectives are the achievement of a faster rate of economic growth, stabilization of the prices of government bonds, maintenance of a structure of interest rates in the organized money market and capital markets, minimization of the cost of servicing the debts and restraining the inflationary pressures in the economy.

The volume of public borrowing grows to an abnormal extent, it will then destabilize the economy. Benefits of borrowing or objectives of borrowing will then be defeated. Thus public borrowing has to be made carefully and judiciously.
23-Jan-2019 - Question 1

"There can be no performance auditing without performance budgeting." Elucidate (2017)

Model Answer

Answers should include the following:

Introduction - Few lines regarding Performance budgeting and performance auditing
Body - Performance auditing and performance budgeting and how both are interlinked. And few examples

Conclusion

Some few points for references

The efficiency and effectiveness of resource utilisation by the government is ensured by the tools of auditing and budgeting. Budgeting is the process of estimating the revenue and expenditure of the government.

Performance audit reviews management of an organization or program and whether it is achieving its objectives effectively, economically and efficiently. Sometimes called “Value for money” audits, they advise whether the value is received for the money being spent. The evolution of the utilisation of resources against the goal achieved.

Performance budgeting refers to the budgeting mechanism where financial resources are allocated by linking them to outputs. Strategies to achieve the desired outcomes and the unit cost of activities is also defined elaborately. It presents a comprehensive picture of what has been the result of the funds allocated.

Performance auditing can only take place when we know the inputs expected outputs, strategies used and unit cost of each activity. Which was laid down through the performance budget. In case of absence of such targets (or parameters) the evaluation of the policy or programmes is elusive. The
Performance auditing is evolution of outcome which is only possible if the target is pre-defined through the performance budget.
25-Jan-2019 - Question 2

"Digitalisation provides great impetus to E-governance." Discuss (2017)

Model Answer

Answers should include the following:

Introduction- What is digitalisation, What is e-governance

Body -Linkage between digitalisation and e-governance. And few examples of digitalisation

Conclusion

Some few points for references

Digitalisation is the process of converting material or information into a digital form. E-governance comprises the use of information and communication, technologies to support public services, government administration, democratic processes and relationships among citizens, civil society, the private sector, and the state.

Governance also is used to denote ‘decline’ of the centralised state with more delegation and decentralisation of powers. The growth of computer technology, digital technologies, and telecommunications has drastically changed the way the state conducts its functions. when these technological changes are introduced in governance that it comes to mean Electronic governance or E-governance. The objective of e-governance is to ensure good governance. Good Governance is an approach to government that is committed to creating a system founded in justice and peace that protects individual’s human rights and civil liberties. That the reason e-governance includes digitalisation i.e, replacing manual work with the computer (technology).

- It includes simplification of rules and regulation
- It includes ensuring transparency in the administrative system
- It includes providing opportunities for people to participate in governance
• It includes making administrator accountable for their performance. The most important step in e-governance is digitalisation. Because of digitalisation, the scope of interaction between administrator and public. And the interaction between administrator and public is the root cause of the corruption in the administration. If we make that interaction impersonal, we can ensure better e-governance. Digitalisation will reduce the scope of corruption in the administration, and ensures the transparent and accountable governance. At the same Digitalisation reduces the discretionary power and increases the efficiency of the administration.

For eg:- allocation of natural resources (coal mines and others) through e-tenders, Subsidy transfer through Direct benefit transfer, Bhoomi project of computerising land revenue records in Karnataka, Online financial service, Online grievance redressal etc.

Digitalisation helps in achieving the target of the good governance and e-governance.