

79

RAS - 23 MAINS TEST SERIES

सिद्धि-II - 010

Time : 3 Hours

Maximum Marks : 200

लोक प्रशासन एवं प्रबंधन की अवधारणाएँ मुद्दे एवं गत्यात्मकता
Concepts, Issues and Dynamics of Public Administration and Management

Paper - III (Unit - II)

Name :		MARKS	
Enroll. No.:	Part	Attempted Questions	Marks Obtained
Date of Birth :	Part - A		29
Medium : <i>English</i>	Part - B		41 1/2
E-mail :	Part - C		33
Exam Date : <i>14th April, 2024</i>	Total		103 1/2
Inviligator's Signature :			
ECN:	RCN:	Hindi: <i>9</i>	English: <i>9</i>

अनुदेश (Instructions)

1. परीक्षा शुरू होने से पहले पुस्तिका को जाँच लें।
Please check the booklet before commencement of the exam.
2. अंक योजना प्रत्येक खंड के प्रारम्भ में दी गई है।
The marking scheme is given at the start of every section.
3. अभ्यर्थियों को उत्तर निर्धारित शब्द सीमा से अधिक नहीं लिखना चाहिए, इसका उल्लंघन करने पर अंक काटे जा सकते हैं।
Candidates should not write more than the prescribed word limit in answers, violating this may result in deduction of marks.
4. अभ्यर्थियों को निर्देशित किया जाता है कि किसी भी प्रश्न का उत्तर प्रश्नोत्तर पुस्तिका में निर्धारित स्थान पर ही लिखें। बॉर्डर लाईन से बाहर प्रत्युत्तर नहीं लिखें। बॉर्डर लाईन के बाहर लिखे गये उत्तर को जाँचा नहीं जायेगा।
Candidates are directed to write answers only in the prescribed space of booklet. They should not write answer outside the border line. Answer written outside the border line will not be checked.

Plagiarism

	REVIEW PARAMETERS	SCALE			
		Good	Above Average	Average	Below Average
1.	DOES THE ANSWER ADDRESS THE DEMAND OF THE QUESTION?				
a.	Answer Relevancy		✓		
b.	Answer Enrichment points like use of: · Key Terms/ Subject Vocabulary. Use of Commission/ report/ government publication/ judgements, etc. Association with the Current Affairs and use of examples to explain the concept and idea			✓ ✓	
2.	HOW WELL IS THE ANSWER PRESENTED?				
a.	Structure - Intro, Body, Conclusion			✓	
b.	Presentation – Using Subheadings/ points/ highlighting/ flowcharts/ diagrams/ maps			✓	
c.	Language & Grammar			✓	
d.	Word limit			✓	

Detailed Comments / Feedback / Suggestions for Improvement
विस्तृत टिप्पणियाँ/फीडबैक/सुधार के लिए सुझाव

1.

Good performer, keep it up. good knowledge base & concepts clarify.

Could have improve on definition part more authentic definition with relevant subject key words

All the best

Part - A

Note : Answer the following questions in 15 words. Each question carries 2 marks.

नोट : निम्न प्रश्नों के उत्तर 15 शब्दों में दीजिए। प्रत्येक प्रश्न 2 अंक का है।

1. 'नव लोक सेवा प्रतिमान' की अवधारणा को स्पष्ट कीजिए।
Explain the concept of 'New Public Service Model'.

By Donhost & denhost, 2003

New Public Service Model based on 8 principles :-

- 1) Client-focus *serve citizens*
- 2) Change oriented
- 3) Anticipatory *instead of customers*
- 4) Market ~~focus~~ driven
- 5) Modern adaptation
- 6) Catalytic administration
- 7) Transparent *public interests* Competitive nature *democratic nature*

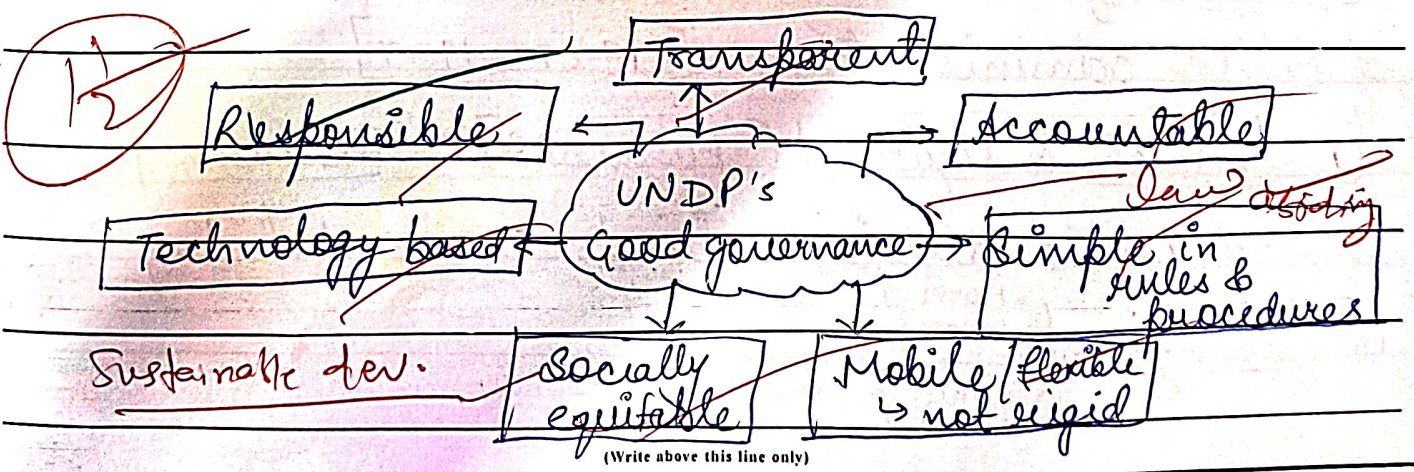
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2. जोसिया स्टैम्प के द्वारा उल्लेखित सिद्धान्त जो लोक प्रशासन को निजी प्रशासन से अलग करते हैं, कौन-कौनसे हैं?
What are the theories mentioned by Josiah Stamp that differentiate public administration from private administration?

Public administration	Private administration
1. Welfare based social model <i>public accountability</i>	1. Market based profit orientation
2. Rules, procedures adherence	2. Changes as per need
3. Traditional approach	3. Modern approach

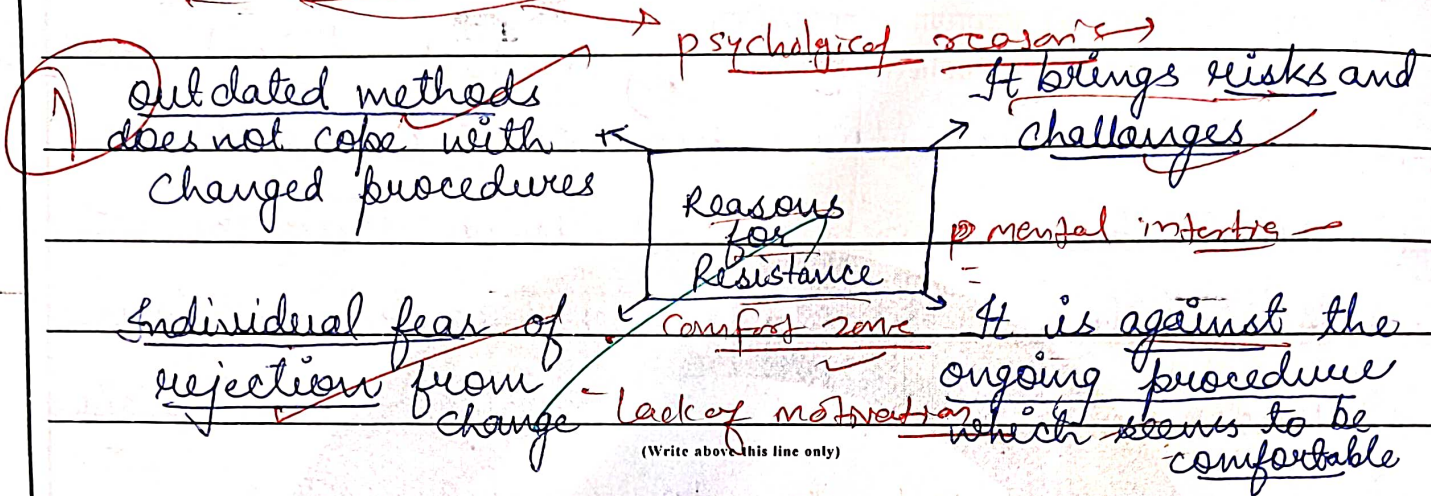
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3. संयुक्त राष्ट्र विकास कार्यक्रम द्वारा प्रतिपादित सुशासन के तत्वों/घटकों के नाम लिखिए।
Name the elements/components of good governance propounded by the United Nations Development Programme.



(Write above this line only)

4. परिवर्तन के प्रतिरोध के मनोवैज्ञानिक कारणों को लिखिए।
Write the psychological reasons for resistance to change.



5. मूने तथा रैले द्वारा आदर्श संगठन के लिए प्रतिपादित सिद्धान्तों के नाम लिखिए।
Write the names of the principles propounded by Mooney and Reiley for ideal organization.

1. Plan/Purpose: A determined goal of an organisation
 2. Procedure: fixed rules, regulations, etc.
 3. People: structural hierarchy in staff
 4. Place: suitable for members to work upon.
- Co-ordination*
Hierarchy
functional staff → *4Ps* concept of an ideal organisation.
(Write above this line only)

6. लोक प्रशासन के विकास के द्वितीय चरण के दौरान रचित प्रमुख रचनाओं के नाम सह-रचयिता लिखिए।
Write the names of the major works written during the second phase of development of public administration with the names their authors.

- 2nd Phase of public administration development: "Principles of public administration" [1927-1937]
- (i) Gullick & Urwick [POSDCORB]: "The Principles of public administration". see model box
 - (ii) Hersey:
 - Planning
 - organising
 - co-ordinating
 - control
 - command (Write above this line only)

7. एफ. डब्ल्यू. टेलर द्वारा प्रतिपादित 'कार्यात्मक फोरमैन्शिप' के सिद्धान्त पर टिप्पणी लिखिए।
Comment on the theory of 'Functional Foremanship' propounded by F.W. Taylor.

F.W. Taylor rejected the "Political-admin. dichotomy" and focused on scientific approach in public adm. In this Functional foremanship states that administration involves in the ^{formulation} policy implementation and execution both. So, it is the function upon which adm. depends on.

(Write above this line only)

8. लोक प्रशासन को कला तथा विज्ञान के रूप में परिभाषित करने वाले विद्वानों के नाम लिखिए।
Write the names of the scholars who defined public administration as art and science.

Public administration as Art:- Woodrow Wilson,

Frank J. Goodnow, ^{Orwice} Dwight Waldo, ^{MP Sharma} ~~Simon~~, ~~LD White~~

Public administration as Science:- F.W. Taylor,

Henry, Riggs, Thompson, Simon, Smithburg

(Write above this line only)

9. 'कैमरलवाद' पर टिप्पणी लिखिए।
Comment on 'Camaralism'.

It is the institutional approach to determine the functioning of legislature and executive separately.

for ex - In India, Bicameral institution is there

~~of the mercant~~
mercantalism (Write above this line only)

10. निर्देश की एकता व आदेश की एकता में दो अन्तर लिखिए।

Write two differences between unity of instructions and unity of orders.

Exact difference?

	<u>Unity of instructions</u>	<u>Unity of orders</u>
<u>Nature</u>	<u>Guidelines</u>	<u>Command</u>
<u>Obligation</u>	<u>not compulsory</u>	<u>must to obey.</u>
<u>Area</u>	<u>defined / specific</u>	<u>outlined / Border.</u>
	<u>Comes under order</u>	<u>followed by instruction</u>

(Write above this line only)

11. 'क्षतिकारी शक्ति' पर टिप्पणी लिखिए।

Write note on 'Destructive power'.

Power is the ability of an individual to furnish

task and Destructive power is used (to demolish or ruin) negatively: when an individual uses its power in against societal principles.

for ex: Power to induce a war.

(Write above this line only)

12. वैधता के संदर्भ में 'विश्वास सिद्धान्त' 'Trust theory' in the context of Legitimacy.

legitimacy derives its source from accountability and responsibility.

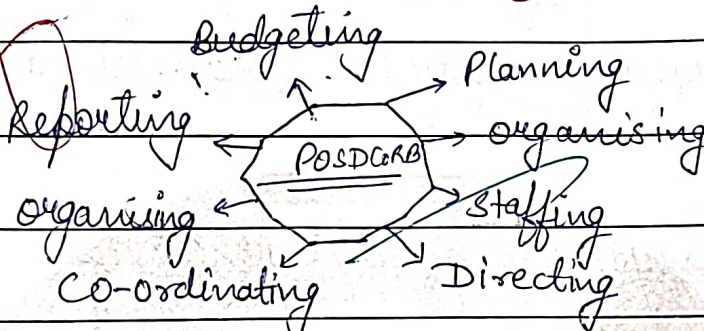
Trust theory: when authority exercises legitimacy to build trust among public through means of transparency, accountability, etc comes under trust theory.

(Write above this line only)

13. उर्विक द्वारा प्रतिपादित आठ सिद्धान्त
Eight principles propounded by Urwick

POSDCORB view of Urwick :-

see model answer key



(Write above this line only)

14. राजस्थान राज्य मानवाधिकार आयोग के अध्यक्ष/सदस्यों की नियुक्ति के संदर्भ में राज्यपाल को सिफारिश प्रदान करने वाली समिति की संरचना या संगठन को लिखिए।

Write the structure or organization of the committee that provides recommendations to the Governor regarding the appointment of Chairman/Members of Rajasthan State Human Rights Commission.

6 Membered committee recommends; under RSHRC:-

- 1.) ^① Chief Minister (Chairman of committee)
- 2.) ^② Leader of Opposition in Legislative Assembly & Council ^③ in case of Council
- 3.) ^④ Speaker of Assembly & ^⑤ Chairman of Council
- 4.) ^⑥ Cabinet Minister & Home Minister of State.

(Write above this line only)

15. 'कार्यगत उत्तरदायित्व' को परिभाषित कीजिए।
Define 'Functional responsibility'.

for the task assigned to
when responsibility is exercised actively

in order to authority granted to an individual
refers to functional responsibility

(Write above this line only)

16. 'सत्ता' को परिभाषित कीजिए।

Define 'Authority'.

Authority is the ^{power to give order} ~~legal right~~ of exercising any ~~task~~ ^{order}. Its source may be Traditional, legal and Functional. ^{take decisions}

Complete delegation of authority can not be done. It is corresponding to responsibility parallelly.

(Write above this line only)

17. सामान्यज्ञ व विशेषज्ञों में विवाद के किन्हीं चार कारणों को लिखिए।

Write any four reasons for dispute between generalists and experts.

Generalist work as superior of specialist in administration. ^{top level Hierarchy} Pay scale of Generalist is more than Specialist. ^{Reasons of dispute: Generalist v. Experts} Social status of Generalist is higher than Specialist. ^{Specialist are experts so have narrow view than generalist.}

(Write above this line only)

18. राजस्थान राज्य निर्वाचन आयोग के कार्यों को उल्लेखित कीजिए।

Mention the functions of Rajasthan State Election Commission.

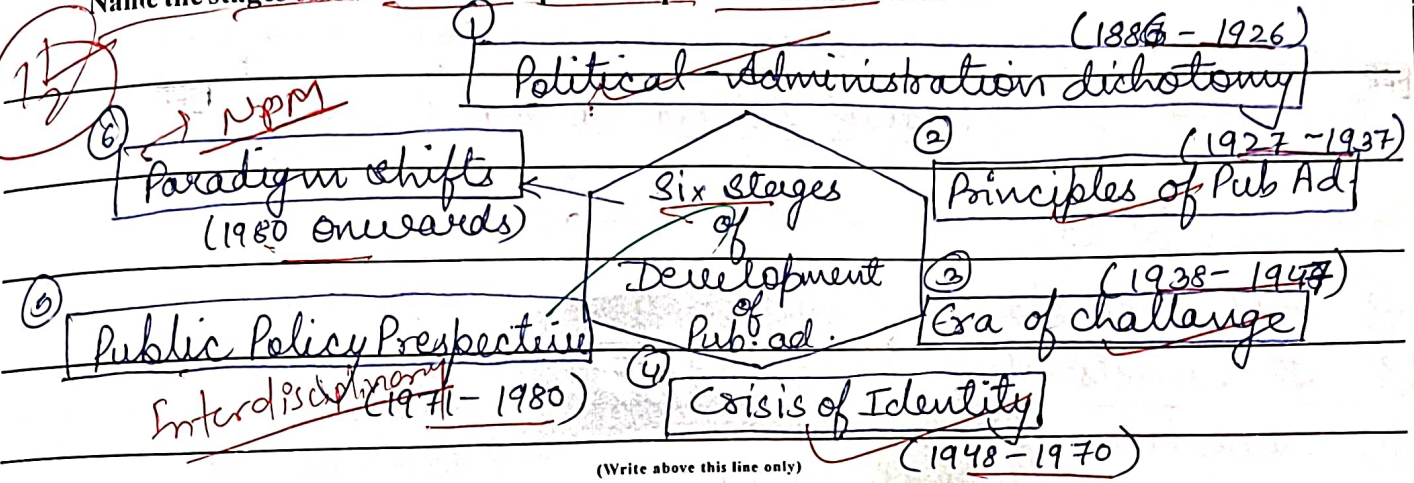
Rajasthan SEC : Constituted under ^{July 1994} Art. 234(K) & (ZA)

- Functions:
- (1) To prepare electoral rolls of local bodies ^{election}
 - (2) Registering voters for local bodies election ^{voter list}
 - (3) Allocating symbols to local parties ^{Candidate}
 - (4) Conducting Free & fair local bodies elections.

(Write above this line only)

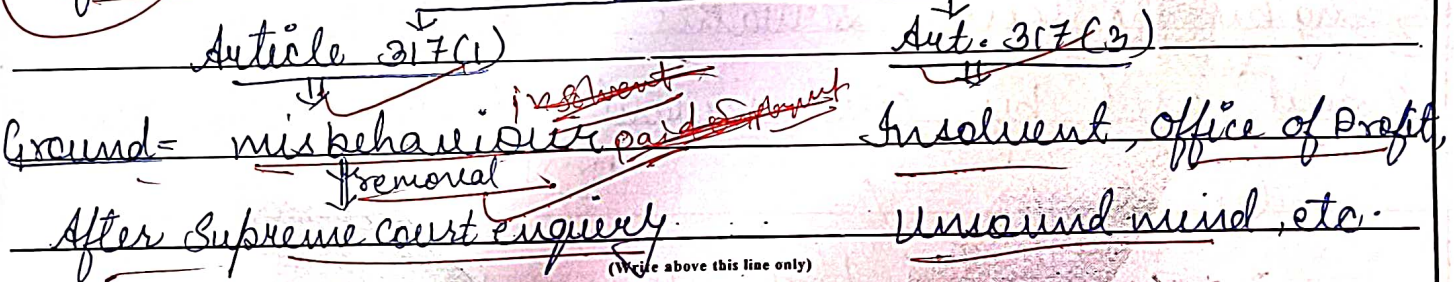
PRP, & ULP

19. लोक प्रशासन के अकादमिक विकास के चरणों के नाम लिखिए।
Name the stages of academic development of public administration.

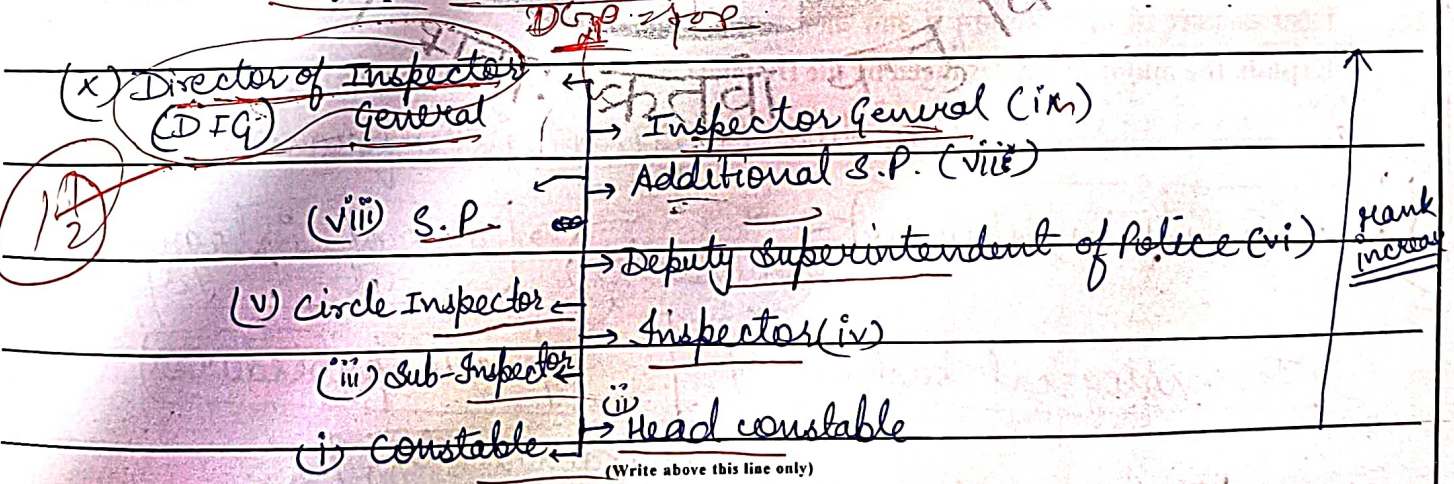


20. 'संविधान के अनुच्छेद-317' पर टिप्पणी लिखिए।
Comment on 'Article 317 of the Constitution'.

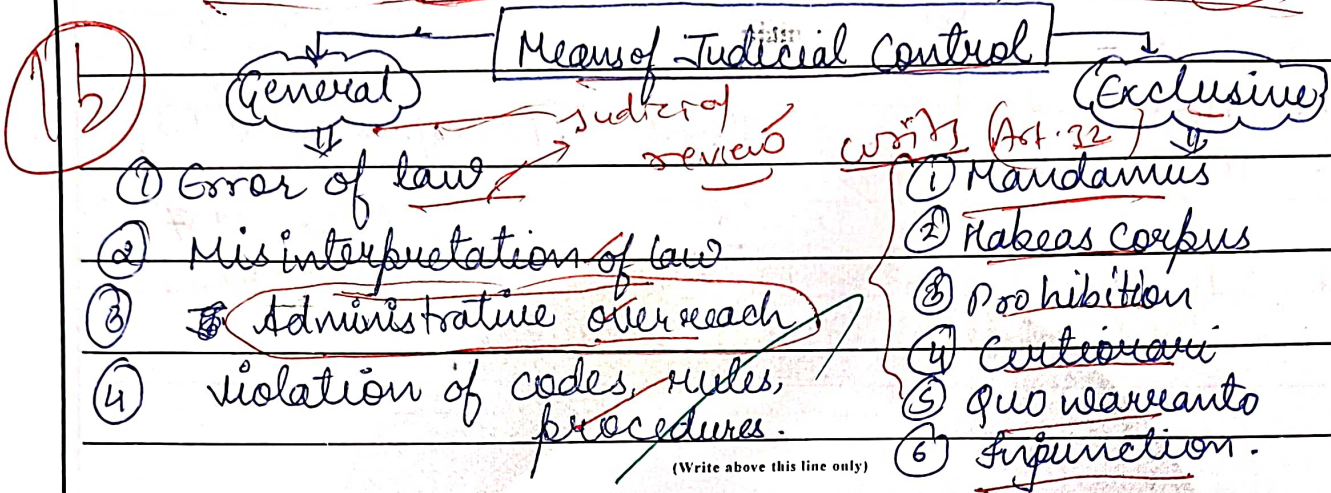
Article 317 deals with the ^{grounds &} manner of removal ^{by President} of Public Service Commission - chairman & members.



21. राजस्थान में पुलिस प्रशासन का पदसोपान लिखिए।
Write the hierarchy of police administration in Rajasthan.



22. लोक प्रशासन में नियंत्रण व्यवस्था के सन्दर्भ में न्यायिक नियंत्रण के साधनों को लिखिए।
In the context of control system in public administration, write the means of judicial control.

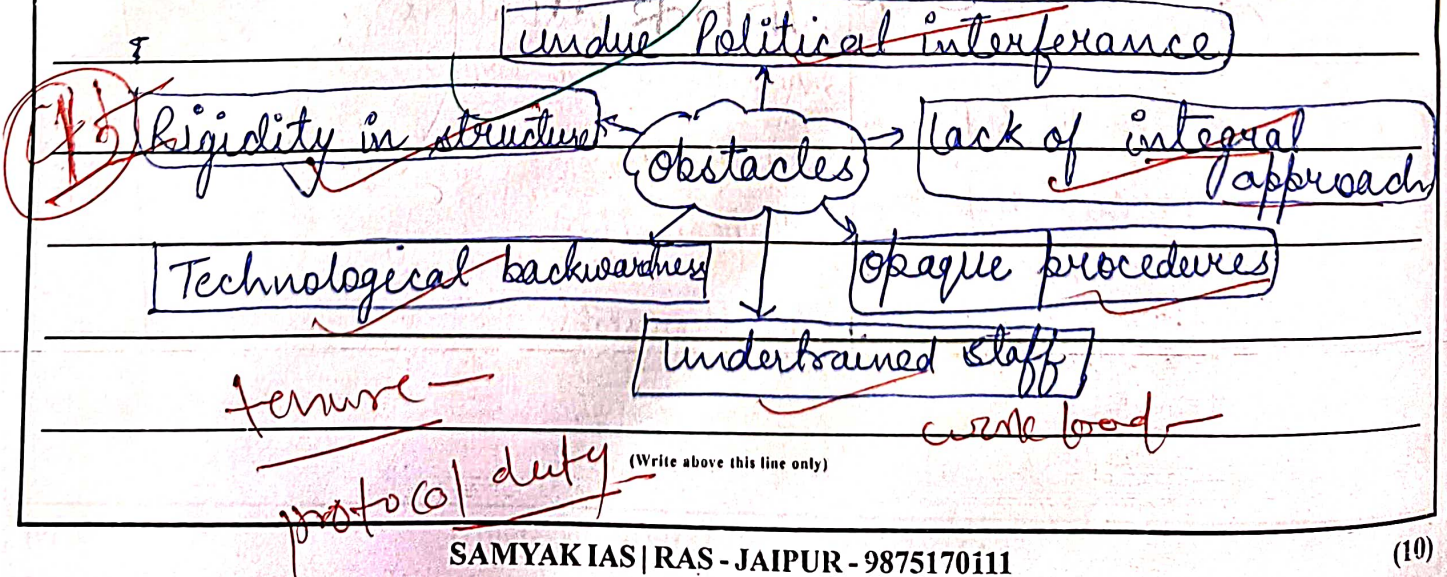


23. 'लखेरा पैटर्न' पर टिप्पणी लिखिए।
Write a note on 'Lakhera Pattern'.

It is a method of obeying administrative functions by the civil servants. Collector of Ahmednagar
First used by civil servant Lakhera ji. Thus named Amil.
To make district administration more Accountable.

(Write above this line only)

24. जिला कलेक्टर के कार्य निष्पादन में आने वाली प्रमुख बाधाएँ बताइये।
Explain the major obstacles faced by the District Collector in performing his work.



25. स्वतंत्र भारत में प्रशासनिक सुधार के उद्देश्य से सिफारिश प्रदान करने के लिए गठित की गयी प्रमुख समितियों के नाम लिखिए।
Write the names of the major committees formed to provide recommendations for the purpose of administrative reforms in independent India.

- (i) Administrative Reform Commission-I (1966) → Moraji Desai
→ K. Hanumanthappa
- (ii) Sarkaria Commission (1987)
- (iii) Administrative Reform Commission II - (2006) → Jeeppa Moiley
- * Pay Commission 2006 → 2014-15
- o K. Santhanam

(Write above this line only)

Part - B

Note : Answer the following questions in 50 words. Each question carries 5 marks.

नोट : निम्न प्रश्नों के उत्तर 50 शब्दों में दीजिए। प्रत्येक प्रश्न 5 अंक का है।

1. "राज्य का मुख्य सचिव राज्य के मंत्रिमण्डल के सलाहकार के रूप में भी कार्य करता है।" स्पष्ट कीजिए।
"The Chief Secretary of the State also acts as an advisor to the Cabinet of the State." Explain.

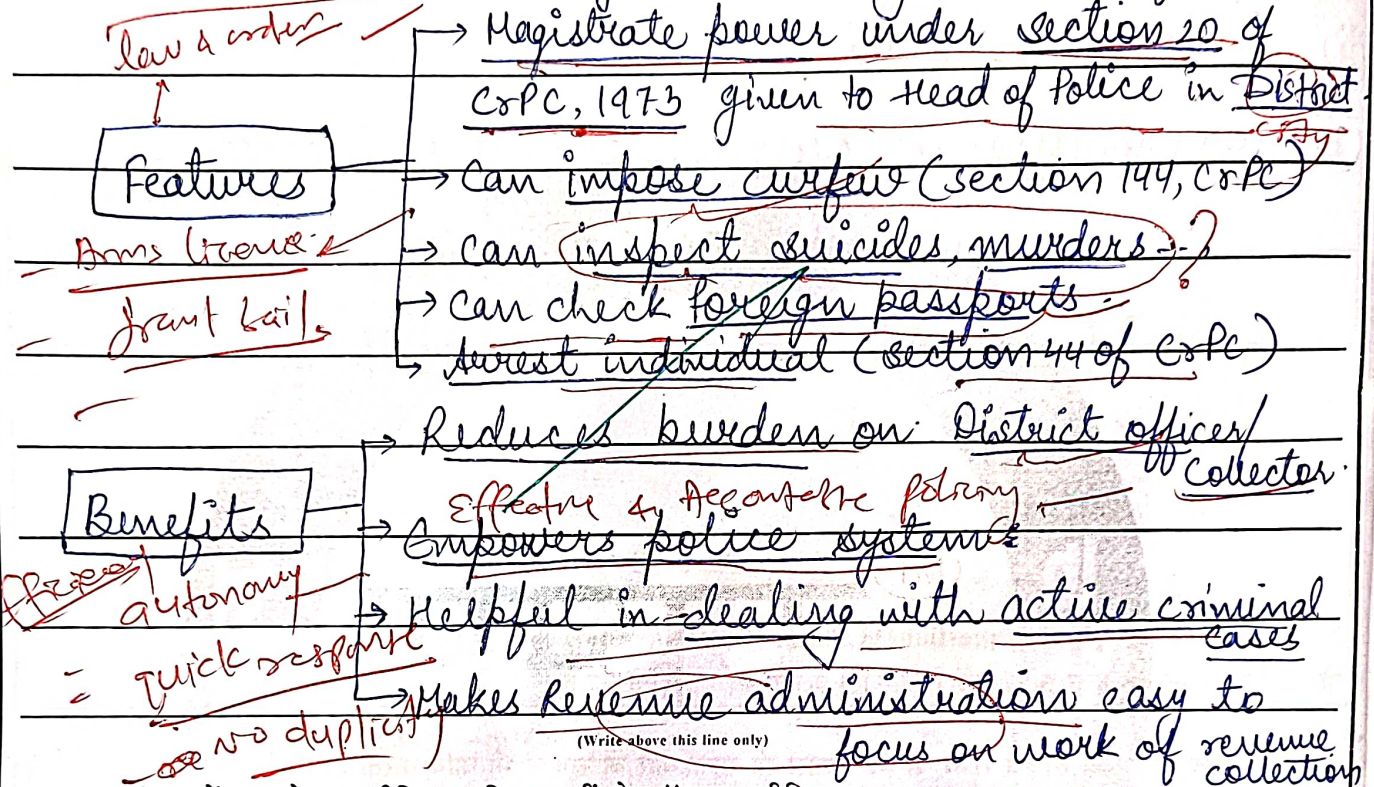
- Chief Secretary is the apex post in state administration. acts as an ex-officio secy to state cabinet. So called secy to cabinet.
- It advises cabinet in following manner: - data & info - to →
- (i) It guides and ^{advisor} ~~advises~~ policies to C.M. (Head of Cabinet)
 - (ii) Finalises the policies to be presented before cabinet.
 - (iii) Financial assistance: Budget finalising. meetings
 - (iv) Assists & guides D.P.T. → make rules for administration
 - (v) Answers to the questions asked in legislative (question hour)
 - (vi) Details the outlined policy formulated in legislature
- It also coordinates various ^{executive} departments under cabinet.

(Write above this line only)

2. सिटी पुलिस आयुक्त प्रणाली की विशेषताएँ व लाभों पर प्रकाश डालिए।

Throw light on the features and benefits of the City Police Commissionerate system.

Police Commissionerate System: In Rajasthan → from 2011. in Jaipur
Jodhpur



3. "संगठन में प्रत्यायोजन असीमित प्रकृति का नहीं होता।" स्पष्ट कीजिए।

"Delegation in an organization is not of unlimited nature." Explain.

Delegation refers to the "transfer of authority" to sub-ordinate by superior. (Eg → ?) limited power
or task

Characteristics of Delegation:

- Complete transfer of authority is not possible: Partial transfer
- Responsibility lies on superior.
- Accountability is not transferred in delegation
- Efficient, time-bound, delegation is done.

Principle of unity of command

Thus, superior is bound to accountability & responsibility while transferring authority to sub-ordinate, so, it is limited in nature.

it's not Decentralization.

Small (and) Superior (Write above this line only) is req^d for effective

Keeping the right over control.

4. लोक प्रशासन के प्रबंधकीय व समग्र दृष्टिकोण के समर्थ विद्वानों के नाम लिखते हुए इन दृष्टिकोणों में मूलभूत अन्तर लिखिए।
Write the names of the scholars capable of managerial and holistic approach of public administration and write the fundamental difference between these approaches.

<u>Integral view</u>	<u>Managerial view</u>
1.) Scholars: <u>I.D. White, Dimock</u>	1.) <u>Smithberg, Thompson</u>
2.) <u>Wider approach</u>	2.) <u>Narrow view</u>
3.) <u>Considers Management, Technology, client, labour</u>	3.) <u>only considers management as functional adm.</u>
4.) <u>factitive in nature</u>	4.) <u>It discards other factors</u>
5.) <u>It considers social aspects in dealing.</u>	5.) <u>It considers managerial task in dealing.</u>
6.) <u>It is nature specific</u>	6.) <u>Common in all administrations.</u>

(Write above this line only)

5. मुख्य सचिव व कैबिनेट सचिव में समानता-असमानता के बिन्दुओं को लिखिए।
Write the points of similarity and dissimilarity between the Chief Secretary and the Cabinet Secretary.

Chief Secretary - Apex post in state administration

Cabinet Secretary - Union Cabinet's highest adm. post.

Generalist in nature (heads of public services) both co-ordinates with different departments

entire implementation of policies (Similarities) Approves policies in adm. structure
Assist (CM/PM) Political heads

<u>Chief Secretary</u>	<u>Cabinet Secretary</u>
① <u>Top most in state administration</u>	① <u>Not topmost.</u>
② <u>Policy execution</u>	② <u>Assists PM in policy making.</u>
③ <u>Head of Secretariat in State</u>	③ <u>Not Head of Secretariat in Union.</u>

(Write above this line only)

6. राजस्थान लोक सेवा आयोग के कार्यों को लिखते हुए आयोग के समक्ष उत्पन्न होने वाली चुनौतियों को लिखिए।
 While writing the functions of Rajasthan Public Service Commission, write the challenges faced by the Commission.

Rpsc (Article 316) Functions: - (i) Recruitment of ^{state} civil servants

(ii) Recommends promotion, transfer, etc to COM

(iii) Advised by Dept. of Personnel & Training -

(iv) Conducting various examinations - ^{I grade teacher} ~~SRAS/RTS~~ etc!

(v) ~~Recommends~~ Assist state civil servant during their

legal matters. ^{Delay in appointment} ^{of members} ^{Challenges} ^{Dependency on Political structure}

[1+8]

full commission is rare ^{no foundation}

Independency is not maintained based ^{political/caste} ^{no fixed eligibility criteria} ^{appointments}

NO discussion on independence

(Write above this line only)

7. भारत की प्रशासनिक संस्कृति के स्वरूप या उसकी विशेषताओं पर प्रकाश डालिए।

Throw light on the nature or characteristics of the administrative culture of India. ^{define?}

India is 'young democracy' so, administration

is in developmental stage; nature :-

Before 1991/LP9

After LP9/1991

- | | |
|---|--|
| 1. Rigid structure ^{British era} | 1. Technological approach |
| 2. Red-tapism, nepotism ^{legacy} | 2. Entrepreneur administration |
| 3. Licence Raj ^{High cost} | 3. Development Adm |
| 4. No departmental specialization | 4. Public/client-focused |
| 5. & corruption: complex hierarchy | 5. flexible: innovation like citizen charter, RTI, e-governance, lateral entry, etc. |

(Write above this line only)

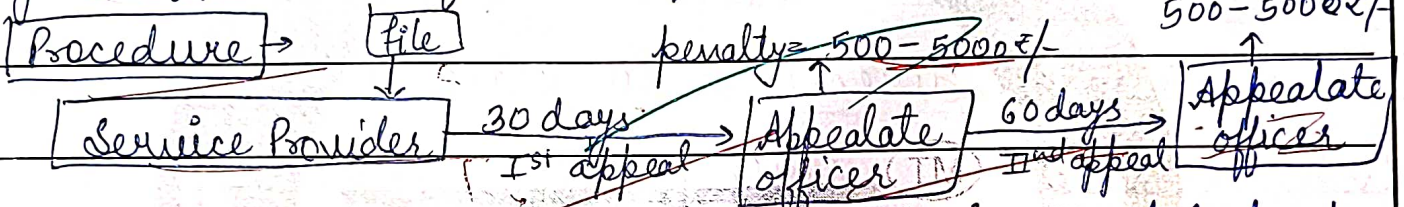
8. राजस्थान सरकार की कल्याणकारी योजनाओं और सेवाओं की पहुँच आम नागरिक तक सुनिश्चित करने के उद्देश्य से अधिनियमित 'राजस्थान राज्य लोक सेवा गारंटी अधिनियम, 2011 पर लेख लिखिए।
Write an article on 'Rajasthan State Public Service Guarantee Act, 2011' enacted with the aim of ensuring access to the welfare schemes and services of the Rajasthan Government to the common citizen.

R.S.P.G.A. 2011 was implemented in Raj. on 14th Nov 2011

Rajasthan → 1st state with penal provisions in Act.

It aimed : timely, efficiently, effective policy implementation

Under this → one service provider in every public govt. office; to file complaint.
 in a stipulated time frame.
 delivery of services



Although this Act is effective but use of technology and reducing time limit, extending penalty are the amendments in need of the hour.

(Write above this line only)

9. सचिवालय व निदेशालय में मूलभूत अन्तर उल्लेखित कीजिए।
Mention the basic differences between Secretariat and Directorate.

Secretariat	Directorate
1. Staff Agency	1. Line Agency
2. Policy formulation	2. Policy Execution
3. Direct contact with Ministers	3. Direct contact with Public
4. Generalist in nature	4. Specialist in nature
5. Commands Directorate	5. Assists secretariat
6. Mere formulation of Policy	6. Real execution of Policy

(Write above this line only)

10. "राज्य सचिवालय की प्रशासन में प्रहत्वपूर्ण भूमिका होती है।" स्पष्ट कीजिए।
 "State Secretariat plays an important role in administration." Explain.

State Secretariat headed by Chief Secretary (23rd in rank in order of precedence) plays role of :-

- (i) Guides administrative functioning in State.
- (ii) Assists legislature; better policy formulation
- (iii) Connecting link of Administrative & legislative organisations in a state. (financial centre) → by
- (iv) formulates directions to state administration
- (v) Co-ordinates various departments in state
- (vi) Applies latest techniques for smooth functioning of administration

(Write above this line only)

11. संभागीय आयुक्त के पद की प्रशासन में भूमिका पर टिप्पणी लिखिए।
 Write a note on the role of the post of Divisional Commissioner in administration.

Divisional Commissioner post [1st implemented by ^{in Raj.} Hiralal Shastriji → discarded by M.I. Sukhadiyyaji → re-implemented ^{Haridwar joshiji}]

[Role] → intermediate level

- (i) link between district & state administration
- (ii) Submits ACR of District collectors. 10 divisions & 10 DCs
- (iii) Recommends promotion, transfer of District officers
- (iv) co-ordinates districts functioning in divisions.
- (v) It is helpful in detailed policy execution.
- (vi) Directs district administration under division.

(Write above this line only)

12. परम्परागत प्रशासन, विकास प्रशासन से किस प्रकार भिन्न है? समझाइये।

How is traditional administration different from development administration? Explain.

	<u>Traditional administration</u>	<u>Development Adm.</u>
<u>Scope</u>	Narrow	wide ^{innovations}
<u>Area</u>	Economy, efficiency	Public welfare ^{development}
<u>Orientatation</u>	Management - Technical	Pro-people, Modern
<u>Base</u>	Rules, Regulations	legal, humanistic
<u>Performance</u>	Poor: Rigid structure	Good: flexible structure
<u>Focus</u>	Structural development	Accountable & ^{service} Transparent delivery
<u>Futurestic</u>	opposes change	Adopts change ^{multidimensional}

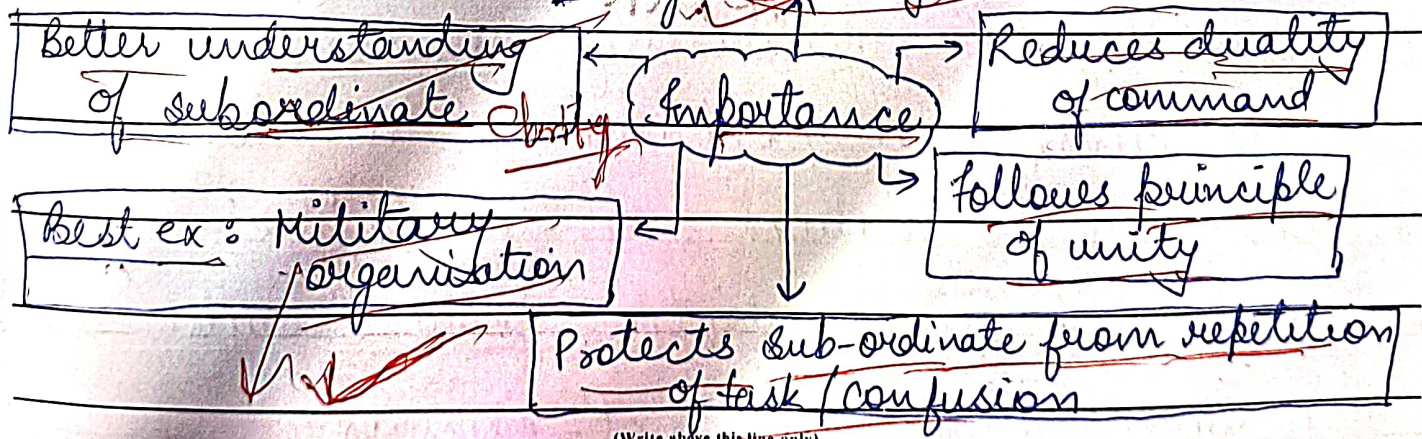
(Write above this line only)

13. आदेश की एकता को परिभाषित करते हुए संगठन में इसके महत्त्व पर प्रकाश डालिए।

Define unity of command and throw light on its importance in the organization.

'Unity of command' is based on hierarchical and span of control in an organisation. It refers to that "sub-ordinate will follow only immediate superior's command". → one person one master

brings monotony in command.



(Write above this line only)

14. लोक/समाज कल्याण के प्रति सिविल सेवकों/प्रशासकों में समर्पण भाव को बढ़ावा देने के लिए अपने सुझाव प्रस्तुत कीजिए।
Give suggestions to promote holistic feeling among civil servants/administrators towards public/social welfare.

Civil servants are the 'foundation stone' of administration.

To promote holistic feeling :-

- (i) Must obey code of conduct & legal integrity.
- (ii) 'Nolan principles' should be considered.
- (iii) Political neutrality & empathy towards public.

Govt. initiative : "Mission Karmayogi" for

Human Resource

Capacity building in civil servants.

(iv) Effective & Timely training to civil servants.

(v) follow SMART

→ Smart - Sensible	→ Responsive - Reliable
→ Mobile - Modern	→ Tech-savvy - Transparent
→ Accountable - Accessible	

15. नव लोक प्रबंधन की अवधारणा को स्पष्ट करते हुए इसकी सीमाओं/दोषों पर टिप्पणी लिखिए।
Explaining the concept of New Public Management, Comment on its limitations/defects.

New Public Management : focuses on corporate and management administration based on 3 Es

- Economic
- Efficient
- Effective

[limitations] →

- (i) Discarded social approach completely.
- (ii) Administration focuses only on 3Es
- (iii) No humanistic / behavioural in nature.
- (iv) Rigidity in nature ; i.e., less public welfare orientation
- (v) Separated administration from execution as it worked as facilitator not executor.

(Write above this line only)

16. राजस्थान लोकायुक्त संस्था को प्रभावशाली बनाने के लिए अपने सुझाव प्रस्तुत कीजिए।
Give suggestions to make the Rajasthan Lokayukta institution effective.

- Raj Lokayukta → Lokayukta Act, 2013.
- Suggestions :- (i) Make recommendations binding.
- (ii) scope should be increased → C.M., Barbench, etc. to be included.
- (iii) Tenure of 5 years complaints should be increased.
- (iv) Suo-moto actions should be taken. → autonomy
- (v) Penal provisions should be added. → power to punish
- (vi) Make institution independent - fixed tenure, service conditions, salary removal, etc.
- (vii) Regularity in functioning should be there.
- (Write above this line only)

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†T&C APPLY

Part - C

Note : Answer the following questions in 100 words. Each question carries 10 marks.

नोट : निम्न प्रश्नों के उत्तर 100 शब्दों में दीजिए। प्रत्येक प्रश्न 10 अंक का है।

1. प्रशासन में 'पार्श्विक प्रवेश' के उद्देश्य बताते हुए इसके पक्ष-विपक्ष में तर्क प्रस्तुत कीजिए।
Explaining the objectives of 'lateral entry' in administration, present arguments for and against it.

4/5 Lateral entry is the latest reform executed by union govt. in higher civil services in 2019.

Objectives:-

- (i) To make efficient delivery of services.
- (ii) Bring specialists into administrative functioning.

Arguments for →

- (i) An effective tool to enter efficient & skilled human resources.
- (ii) ~~Bring~~ specialists to be appointed in departmental specific posts. Help bring changes in efficiency.
- (iii) Reduce conflict of Generalist v. specialist.

Arguments against

- (i) Generalists are public oriented but not with special skills.
- (ii) Bypass tool for political entry.
 don't know public reality / good salary?
- (iii) No guarantee of truthfulness towards administration.
 lack of humanist angle → empathy & compassion

Way forward →

- (i) Training should be provided to lateral entrants.
- (ii) Effective use of technology to bring administration more closer.

(Write above this line only)

2. वैज्ञानिक प्रबंधन की अवधारणा को स्पष्ट करते हुए इससे प्राप्त होने वाले लाभों को लिखिए तथा प्रबंधन की इस अवधारणा के आलोचनात्मक बिन्दुओं पर प्रकाश डालिए।

Explaining the concept of scientific management, write down the benefits derived from it and throw light on the critical points of this concept of management.

Scientific Management : Applying universally acceptable norms (core) in management activities like rules, regulations, principles, codes, etc.

Benefits :-

Scientific approach to solve management problems

- (i) Brings effective ^{rules} organisational skills.
- (ii) Rational ^{research} approach while implementing objectives.
- (iii) Universality of concept : idealistic in application.
- (iv) Based on efficient and economic management.
- (v) Proper fund and resource utilization.
- (vi) Minimises waste and efforts.

Challenges :-

- (i) Completely discards value base approach.
- (ii) Not benefited for Asia - Africa - Latin American countries with same strategies.
- (iii) Developing countries have economic & environmental concerns.
- (iv) It does not focuses on Relevance, social-equity, change, client-orientation, etc.

But it can not be completely discarded as it lays the foundation of every administrative functioning.

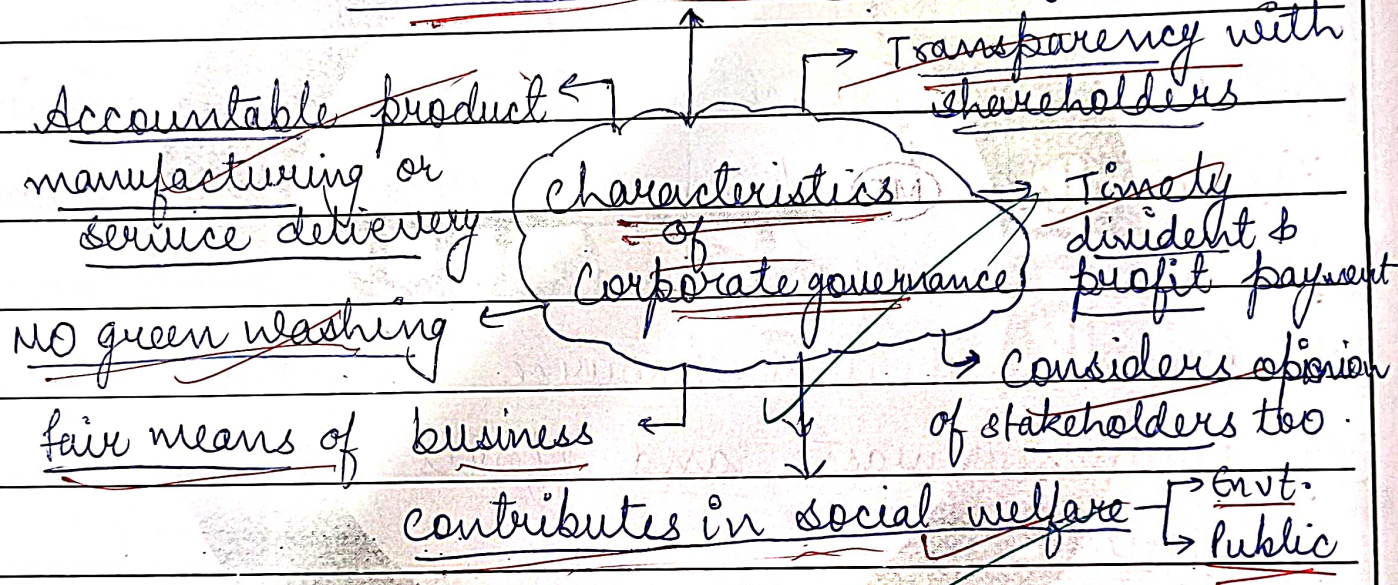
(Write above this line only)

3. निगमित शासन की अवधारणा को स्पष्ट करते हुए इसकी विशेषताएँ बताइये तथा भारत में निगमित शासन की आवश्यकता पर प्रकाश डालिए।

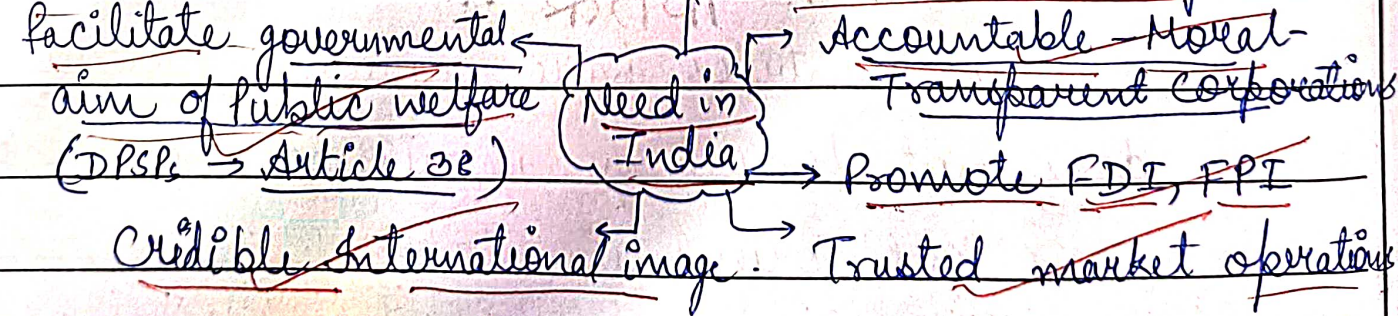
Explain the concept of corporate governance and explain its characteristics and throw light on the need of corporate governance in India.

more authentic definition

Corporate governance: when public welfare oriented works ^{rules, principles} are considered by corporations in exercising their functions, refers to corporate governance.
 Society + stakeholders



In India, scenario of corporation changed after 1991 reforms, SEBI Act, 1992, Companies Act, 2013, etc. for better service delivery



Section (135) of Companies Act, 2013 is in line with this and lays provision of Corporate Social Responsibility.

(Write above the line only)

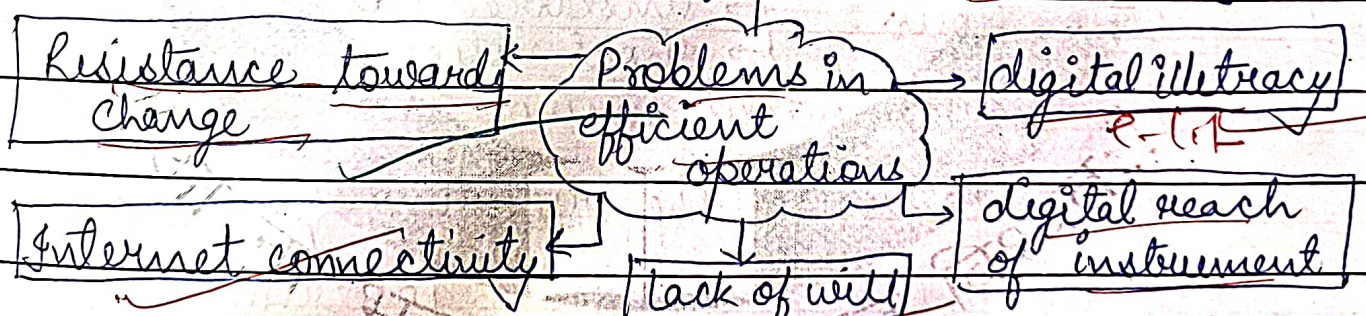
4. ई-गवर्नेंस की आवश्यकता के कारणों को लिखते हुए इसके कुशल संचालन में आने वाली समस्याओं पर प्रकाश डालिए तथा ई-गवर्नेंस व पारम्परिक प्रशासन में अन्तर बताइये।

While writing the reasons for the need of e-governance, throw light on the problems arising in its efficient operation and explain the difference between e-governance and traditional administration.

E-governance → using internet based technology for governmental service delivery refers to e-governance.
Based on: "Minimum Government, Maximum Governance"

- Reasons of need
- to speed up service delivery.
 - Being transparent system
 - Reduce corruption / leakages.
 - Better functioning of administration in this population explosion era.
 - State-of-the-art tech.: being updated with parallel & global administration.
- reaching the last mile*

Infrastructural incapacity → *last mile*



e-governance	Traditional adm.
① fast and quick response	① Delayed mechanism
② transparent	② lacks transparency. <i>leakage & loopholes</i>
③ Decentralized in nature	③ centralised process.
④ efficient for policy execution	④ Red Tapism, nepotism.
⑤ change-oriented	⑤ Rigid.

(Write above this line only)

5. निम्न बिन्दुओं पर टिप्पणी कीजिए / Comment on the following points.

1. उत्तरदायित्व, जवाबदेयता से भिन्न है / Responsibility is different from accountability.
2. संसदीय नियन्त्रण का साधन 'प्रश्नकाल' / 'Question Hour', a means of parliamentary control.

1. Responsibility	Accountability
(i) Source of power is <u>personal</u> authority. individual <u>Individual</u>	(i) Source of power is <u>formal</u> <u>responsibility</u> .
(ii) Towards <u>organisation</u> , <u>not</u>	(ii) Towards <u>individual</u> .
(iii) Can be <u>delegated</u> (<u>partially</u>)	(iii) <u>Cannot</u> be <u>delegated</u> .
(iv) Comes with <u>exercising</u> of <u>power</u> .	(iv) <u>Corresponding</u> with <u>responsibility</u> & <u>legitimacy</u> .
(v) Power without <u>responsibility</u> is <u>dangerous</u>	(v) <u>Responsibility</u> without <u>accountability</u> is <u>not possible</u>

2. Question Hour : ^{1st hr} → starred ques. (oral)
 → unstarred ques. (written)
 → short notice (written) less than 10 days
 Means of parliamentary control as

- (i) Platform to raise the question of existing and upcoming policies ^{against} by government in rule.
- (ii) Make government accountable towards policies arbitrary.
- (iii) Measure to check on financial expenses.
- (iv) Substantive questions are asked which government should answer.
- (v) Control irresponsible behaviour of government.

(Write above this line only)

निम्न बिन्दुओं पर लेख लिखिए/टिप्पणी कीजिए/Write article/Comment on the following points.

6. परिवर्तन के प्रबंधन के चरण व उद्देश्य/Steps and objectives of change management

1. औपचारिक व अनौपचारिक संगठन में अंतर/Difference between formal and informal organization

Change Management → Structural, Behavioral, & Technological changes in an

Objectives ⇒ To maintain relevance, reliability and accountability of management towards its clients.

Steps :- (i) Identify area of change - Technical, economical,

(ii) Possible ways of change adoption

(iii) Preparing staff to adopt change (Training)

(iv) Implementing change

(v) Appraisal system for implemented change → Positive Negative

<u>Formal</u>	<u>Informal</u>
1. <u>Rules, Regulation based</u>	1. <u>Social orientation</u>
2. <u>Structural rigidity</u>	2. <u>NO structural rigidity.</u>
3. <u>Usually follows span of control, hierarchy, unity of command.</u>	3. <u>follows prior objectives and aims; w.r.t. time</u>
4. <u>fixed qualifications, skill, etc.</u>	4. <u>variable</u>
5. <u>Based on scientific approach</u>	5. <u>Based on value approach</u>

7. जिला प्रशासन में जिलाधीश के द्वारा निर्वहन की जाने वाली विभिन्न भूमिकाओं पर प्रकाश डालिए।
 Throw light on the various roles performed by the District Magistrate in the district administration.

DM is the 'institutional charisma' as per stated by Rajani Kothari.

Its role are - Census

- ① Developmental → As District development officer
 supply of essentials → PDS
- ② Revenue → military personal's welfare
 (i) As Revenue collector.
- ③ Magistrate → To maintain law & order in district.
- ④ As co-ordinator → with various depts. (Police, Jail, etc.)
- ⑤ As returning officer during elections
- ⑥ other : Protocol officer.
 Establon food forwarde in Distric

हिन्दी व्याकरण- उपसर्ग, प्रत्यय एवं अंग्रेजी अनुच्छेद का हिन्दी में अनुवाद

1. निम्नलिखित शब्दों में से उपसर्ग पृथक कीजिए-

अंक- 5

(i) अपितु = आप

(ii) स्वच्छ = सु

(iii) पर्याप्त = पर

(iv) अन्वय = अनु

(v) दुश्शासन = दुः

2. निम्नलिखित शब्दों में से प्रत्यय पृथक कीजिए-

अंक- 5

(vi) चरागाह = गाह

(vii) दैत्य = त्य

(viii) मार्कण्डेय = स्य

(ix) दौहित्र = त्र अ

(x) दाशरथि = इ

3. अनुवाद दिए हुए अंग्रेजी अनुच्छेद का हिंदी में अनुवाद (शब्द सीमा- लगभग 75 शब्द)

अंक- 10

Each successive means of wider communication seems to have evolved the answer to some need in the developing world. Speech must have become necessary when ideas grew beyond primitive needs, and required expression more varied than gesture could supply. Writing must have accompanied the growth of social groups of priesthood of leadership and the dawn of literature and speculation. Printing was the medium through which the Renaissance Knowledge and spirit were spread abroad, and heralded the birth of what we call modern world, broadcasting and other forms of electrical communication have sprung up to meet the urgent requirements of a world which must perish unless it can devise an organisation capable of expressing its human and economic unity. The need for rapid interchange of news and views, for familiarizing each country with the ideas and habits of all other countries and above all the need for an education which may fit men and women, literate and illiterate. For the complicated world of tomorrow-all these needs should find in broadcasting an instrument marvellously fitted to serve them.

आ नो भद्राः क्रतवो यन्तु विश्वतः

English Grammer – One word Substitute and Letter Writing

(A) Write a one-word substitute for the following expressions. (Q. No. 1-10) Marks : 10×1 = 10

1. Literary theft or passing off an author's original work as one's own.

plagiarism

2. A place where water is collected and stored.

Pond / Tank

reservoir

3. One who studies the evolution of mankind.

4. A language no longer spoken.

out-dated

5. An imaginary land with perfect social order.

Egalitarianism Utopia

6. A state of being married

Married Matrimony

via

7. Government by the inexperienced persons.

Plutocracy Neocracy

8. The science or Art of flight.

Aviation Aeronautics / dynamics

9. A person who writes beautiful writing.

Calligrapher

10. The cultivation of flowers, fruits, vegetables and ornamental plants.

Silviculture / Horticulture

(B) Write a letter to your local MLA requesting him to establish libraries at various places in your locality in about 150 words. Marks : 10

92/150, Kaxiol Bagh

Vista Colony, Jaipur

Date : 14th April, 2024

The MLA

MLA office

Jaipur Greater, Jaipur

5

Subject : To establish libraries in my locality.

Respected sir,

I want to focus your attention on the deteriorating nature of the only library of our colony. Students and readers are increasing these days but they are provided with no facility of library in our locality. As you mentioned in your manifesto about establishing new libraries. So please ^{show} pay interest into this matter as soon as possible.

I am waiting for positive response by your side.

Thanking you

Prakash Singh

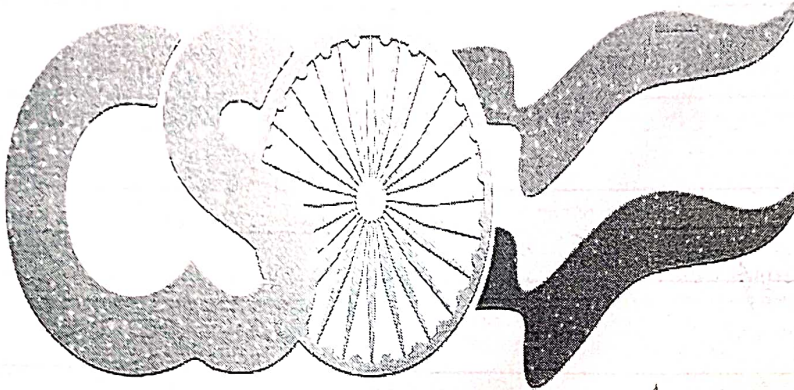
(A student of colony)

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