

Samyak

An Institute For Civil Services

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		33½
Medium : English	Part - B		41
E-mail :	Part - C		40½
Exam Date : 14 April 2024	Total		115
Inviligator's Signature :			
ECN: SID-	RCN:	Hindi: 8	English: 4

अनुदेश (Instructions)

- परीक्षा शुरू होने से पहले पुस्तिका को जाँच लें।
Please check the booklet before commencement of the exam.
- अंक योजना प्रत्येक खंड के प्रारम्भ में दी गई है।
The marking scheme is given at the start of every section.
- 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.
- 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.

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	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 understanding of answer/questions
- ✓ Keep momentum
- ✓ Good at answer delivery & presentation
- ✓ Keep focusing on precise and concise understanding of topic
- ✓ Neat & clean hand-writing
- ✓ Best of luck for your upcoming exam

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'.

Citizen centric
Importance to people
is working democratic

New Public Service Model based on programme launched by Prime Minister and human resource management and training model, public service for the citizen centric service delivery in fair and transparent manner based on proper allocation and utilisation of resources.

(Write above this line only)

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?

principles of uniformity
public accountability

(i) Public Administration is different from private administration

(1) Public welfare motive	(2) Profit oriented motive
(3) caters to universal population	(4) only to smaller population
(5) Needs based production and service delivery	(6) demand based production.

(Write above this line only)

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.

कतया

(2) Components of good governance by UNDP:-

(1) Transparency (2) Responsiveness (3) selflessness
(4) objectivity (5) citizen centric (6) Honesty (7) Public welfare (8) Impartiality

(Write above this line only)

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

- Reasons :- (1) status-quo nature of conservatives.
(2) fear of taking risk and non-adaptation nature.
(3) protectionism towards traditional beliefs.
(4) fear of losing one's own clode, group, or community for change.

[Kurt Lewin] ← Driving force
Restraining force

(Write above this line only)

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.

Principles by Mooney & Reiley are :-

- C - control and coordination.
F - functional differentiation
L - line and staff
S - scalar chain.

(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.

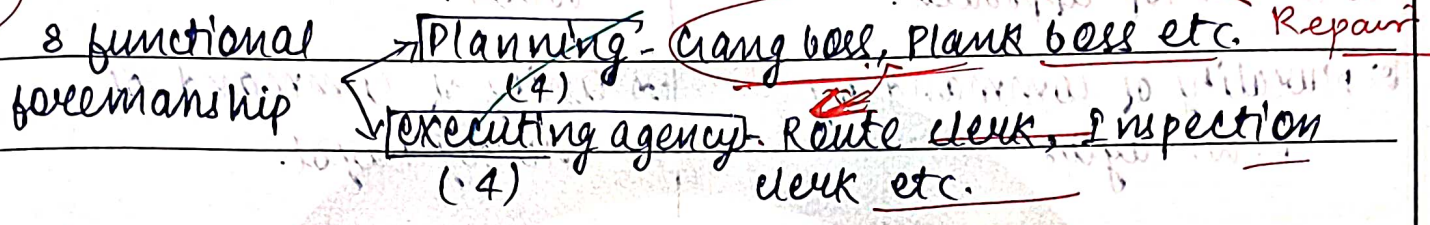
1927-37 - Era of principles of Administration.
Luther Gullick :- Principles of Administration (PODSCORB)
L.D. Henry Fayol, (14 principles), F.W. Taylor (scientific management).

→ creation of experience (M.P. Follett)

(Write above this line only)

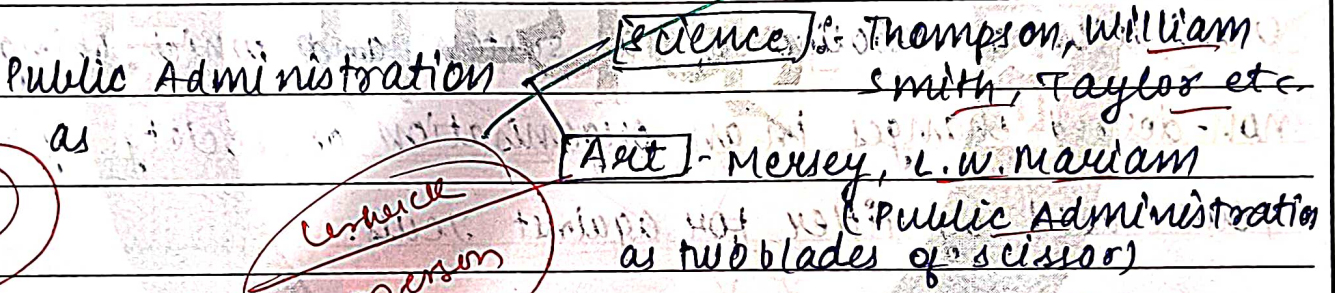
7. एफ. डब्ल्यू. टेलर द्वारा प्रतिपादित 'कार्यात्मक फोरमैनशिप' के सिद्धान्त पर टिप्पणी लिखिए।
Comment on the theory of 'Functional Foremanship' propounded by F.W. Taylor.

Functional foremanship where allocation of responsibility is divided based on planning and executing agency



(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.



(Write above this line only)

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

(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.

Unity of Instruction

unity of orders.

(1) It is based on top to bottom or bottom to top approach.

hierarchy based only top to bottom.

(2) plurality of command by F. W. Taylor.

(2) unity of command of Henry Fayol.

(Write above this line only)

11. 'क्षतिकारी शक्ति' पर टिप्पणी लिखिए।

Write note on 'Destructive power'.

Destructive power refers to the power which results into eradication or abolition of a system and which bring non-desired changes in an organisation or society. eg:- power used by Hitler against Jews.

(Write above this line only)

12. वैधता के संदर्भ में 'विश्वास सिद्धान्त'

'Trust theory' in the context of Legitimacy

Trust theory reflects people believes in legitimacy of an individual because they trust the competance of the person and his value, ideas, beliefs aligns with the interest and goals of organisation. eg:- spiritual legitimacy of und via Bible, epics etc., Sardar Vallabh Bhai Patel etc

(Write above this line only)

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

principles by Urwick → ① objectivity ② correspondence

③ Responsibility ④ decentralisation ⑤ delegation

⑥ division of labour ⑦ scalar chain ⑧ unity of

⑨ command.

(Write above this line only)

14. राजस्थान राज्य मानवाधिकार आयोग के अध्यक्ष/सदस्यों की नियुक्ति के सन्दर्भ 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.

committee for SHRC includes :- (1) state home minister

(2) leader of opposition in legislative assembly (3) speaker of

legislative assembly (4) chairman of legislative council (if

present) (5) chief minister (6) leader of opposition in

legislative council (if exist).

(Write above this line only)

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

① functional responsibility is defined as allocation of responsibility based on the task as proposed by M.P. Follet

where one particular function or task is accorded as a

responsibility to individual. eg:- sorting, grading.

(Write above this line only)

16. 'सत्ता' को परिभाषित कीजिए।
Define 'Authority'.

Max weber defines authority as power to influence to influence behaviour, attitude of others as per own will due to charisma (charisma), legal-rational and institutional sources. Authority is legitimate and illegitimate.

(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.

Reasons:- (1) Top position held by generalist in hierarchy.
(2) high remuneration to generalist in comparison to experts.
(3) Elitism reflected by the generalist in organisations.
(4) Reports like Macaulay and Northcote-Trevelyan report → narrow and broad vision of their competence and knowledge.

(Write above this line only)

18. राजस्थान राज्य निर्वाचन आयोग के कार्यो को उल्लेखित कीजिए।
Mention the functions of Rajasthan State Election Commission.

function of state election commission (Art-243(K)):-
(1) conduct free and fair election of Panchayats and municipal bodies.
(2) provide election party symbol to the parties.
(3) allocation of electoral rolls for general election.
(4) declare of model code of conduct, resolution of election disputes and booth capturing etc.

(Write above this line only)

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

6 stages of public administration (1) Political-Administrative dichotomy (1887-1923) (2) era of principles of public Administration (1923-1937) (3) Political-Administration (1937-1947) (4) Crisis of public Administration Identity (1947-1970) (5) New Public Administration (1971-1990) (6) era of reforms, LPA (1991-present).
(Write above this line only)

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

removal or suspension

Art-317 of constitution provides immunity to civil servant from all official acts done by him in discharging his duty for public interest. 2nd ARC under its reports recommended for its abolition due to misuse by public officials.
(Write above this line only)

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

hierarchy:- Director general of police (DGP)
Inspector general (IG)
Inspector
superintendent of police (SP)
Head constable
constables.

(Write above this line only)

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.

Means of Judicial control :- (1) Judicial review (Art-13, 32, 226 etc)

(2) Judicial activism (3) PIL (4) writ jurisdiction (5) guidelines

for code of conduct for administration by supreme court. (6)

(7) scrutiny on legislation like ordinance (Art 213) (8) No tax

can be imposed other than authority of law (Art-265) etc.

(Write above this line only)

23. 'लखेरा पैटर्न' पर टिप्पणी लिखिए।

Write a note on 'Lakhera Pattern'.

(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.

Major obstacles :- (1) political and bureaucracy nexus.

(2) pressure from seniors and politicians.

(3) Red tapism, corruption. (4) absence of properly

defined laws with respect to land, tax and revenue. (5) low

cooperation from people due to elite attitude image of bureaucracy.

(Write above this line only)

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.

committees like :- (1) by confederation of Indian Industries (1997)
(2) Kumar Manglam Birla committee
(3) Naresh Chandra committee (2002) } 4
(4) Uday Kotak committee (2015)
(5) Administrative reforms commission I and II and their reports

(Write above this line only)

A Samathan
tax reform

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.

The chief secretary of the state acts as an advisor of cabinet in following manner :- as - ^{co-ordinating} ^{advisory} ^{work}
(1) formulates draft of the policies and programmes.
(2) prepare main material, data and facts for policy.
(3) Advises cabinet on issues of general importance for discussion.
(4) prepares agenda, speeches of the ministers for public campaign.
(5) implementation of policies, along with monitoring and evaluation.
(6) preparation of economic survey and budget.
Thus, chief secretary of state acts as advisor to the 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.

City police commissionerate system presently implemented in Jaipur and Jodhpur of Rajasthan.

head of district for administration is collector.

Features and for law and order situation, commissioner is responsible. *clerk manage*

section-144 is imposed by commissioner and responsibility of law and order is accorded to him and accountable to the state government.

- ① more proper administration of law and order situation benefits
- ② less burden on district collector, thus more accurately disposes off his duties
- ③ separation of revenue and executive matters
- ④ less conflict among administration and police officials.

(Write above this line only)

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

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

Delegation as defined by Murray, allocation of *only sub immediate subo revenue* responsibilities to subordinates in an organisation based on competence.

- ① transfer of duties can be given to next subordinate only
- ② follows scalar chain principle.
- ③ adherence to hierarchy and pyramidal structure of organisation
- ④ further limited increase of absence of proper channel of communication.
- ⑤ unity of command and responsibility of individual.
- ⑥ based on expertise and knowledge of subordinate only.
- ⑦ Accountability of subordinates can not be questioned.

(Write above this line only)

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.

Public Administration have basically two approaches, where various scholars have different view points:-

Managerial

Integral / Holistic Approach.

(1) Thompson, William Smith - ^{scholar} ~~scholar~~

Scholars :- Luther Gullick, L.D. White, Fayol etc.

(2) According to them, Administration is mainly composed of managerial skills and people who are at the top of the administration.

(2) As per them, Administration is sum up of managerial, technical, manual and clerical position in an organisation

(3) Narrow view of Administration.

→ broader view of the administration.

(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 and cabinet secretary both forms part of Indian administrative system (1) both are the head of executive bureaucracy (2) both acts as advisor, guide for the government officials. (3) both appointed by the president. (4) both receive remuneration, salary and conditions defined by Parliament.

Cabinet Secretary

Chief Secretary

(1) head of central government bureaucracy

(1) State Government

(2) control affairs of central union level. for policies, programmes.

(2) affairs of state government with respect to legislations, policies.

(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.

Rajasthan public service commission works as constitutional agency body formulated under Art-315 by the constitution.

- (1) recruitment agency for the public officials of grade A, grade B etc. and other exams.
- (2) conducts examination for various post.
- (3) compensation, reimbursement to the public official, in case of legal proceedings.
- (4) transfer, promotion, deputation of civil servant of state are handled by it.

functions

3

3

- (Challenges)
- (1) corruption, nepotism in the organisation.
- (2) issue of paper leak by officials.
- (3) Political interference by politicians.
- (4) no consultation in case of reservation to backward class & cases beyond of 1 year. (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.

Administrative culture of India is highly inspired by the colonial legacy and western british culture.

- (1) Elitism attitude of the administration.
- (2) centralised form of bureaucracy.
- (3) hierarchical based model having pyramidal structure.
- (4) Policy implementation criteria based on the needs based of marginalisation, downtrodden and minority.
- (5) citizen centric service delivery approach.
- (6) Ridden with Red tapism, corruption, favouritism.
- (7) Public service delivery approach by guarantee act, 2011, hearing act, 2012, RTI, suchna Portal etc. (Write above this line only)

3

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.

Rajasthan state public service guarantee act, 2011 was implemented on 14 November, 2011 for ensuring greater transparency and accountability of the public services. It included services of 18 various department like energy, food, water, electricity etc. Person having any problem in accessing services of the department can seek help from the department. Provision for two appeal in 30 days and 21 days have been made along with penalty of 500 Rs - 2000 Rs in case of denial or not giving services by public official.

(Write above this line only)

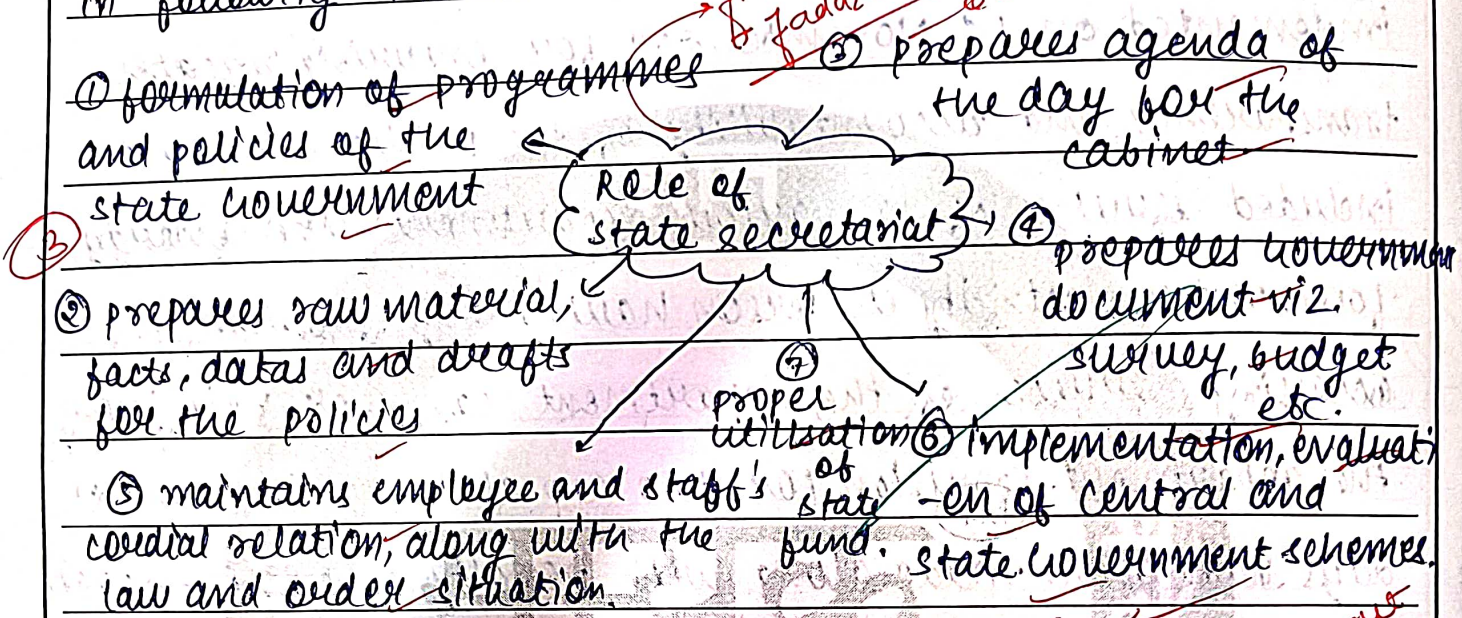
9. सचिवालय व निदेशालय में मूलभूत अन्तर उल्लेखित कीजिए।
Mention the basic differences between Secretariat and Directorate.

Secretariat and Directorate both are the agencies of public administration. (1) Secretariat is head by the chief secretary whereas director heads the directorate. (2) Secretariate works for formulation of programme and policies whereas directorate works for direction, monitoring, evaluation, and implementation of policies. (3) Secretariate works as main agency whereas directorate as line and staff agency. (4) Secretariat contains head employees from civil services whereas directorate from supporting staff.

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

state secretariat plays significant role in the administration

in following manner.



(Write above this line only)

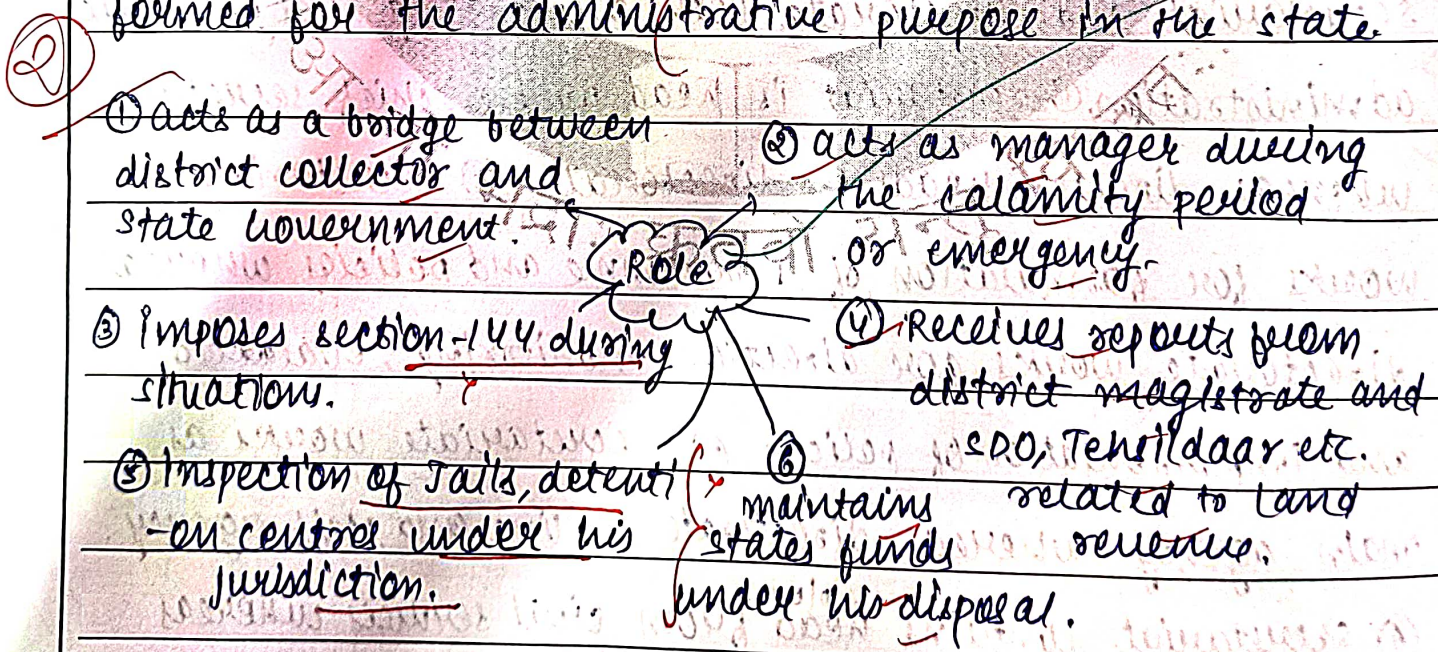
11. संभागीय आयुक्त के पद की प्रशासन में भूमिका पर टिप्पणी लिखिए।

Write a note on the role of the post of Divisional Commissioner in administration.

as a administrative coordination of government of govt supervision Role

Divisional commissioner is the head of the divisions

formed for the administrative purpose in the state.



(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.

Traditional Administration	Development Administration
(1) Based on hierarchical model and pyramidal structure.	(2) decentralised form of administration.
(2) Narrow approach - focus on administration of people only.	(1) Broader view as encompasses overall development.
(3) Need based model.	(4) Growth based model.
(4) Positive discrimination for minority.	(3) Minority and majority both.
(5) bureaucratic approach.	(5) non-bureaucratic.
(6) Traditional method.	(6) Rational method.

(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 proposed by Henry Fayol in his classical approach of Public Administration. Unity of command refers to a situation where one person receives command from only one superior and accountable to him only.

- (2)
- (1) maintains proper ^{channel} chain of communication.
- (2) scalar chain principle is established.
- (3) maintains division of labour.
- (4) Responsibility and accountability of individuals are defined.
- (5) Prevents confusion of duties and command.
- (6) smooth superior-subordinate relations.



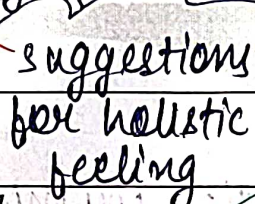
(Write above this line only)

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 facilitator of the services and acts as bridge between the government and citizen for policies and programmes.

→ reduce the power of Art-311

① on-field training among people whom they are going to serve. ② survey based on field monitoring by of them.



③ human resource management programme ④ reduction in corruption by increasing salary

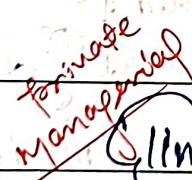
⑤ interaction with aggrieved citizen via chaupals, Tan Darbaas etc. ⑥ induction of moral values by code of conduct.

(Write above this line only)

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 is outcome of Philadelphia conference under James Charles worth and Minnesbrook conference under woodrow wilson. They opt for reforms with respect to social equity, value, relevance and change. Youth provided broader vision for economy and efficiency.

②



① mostly related to social aspect of change.

② human-nature relation in new public management was ignored.

③ structural approach more focussed.

④ less dynamism and low ~~at~~ broad vision approach.

(Write above this line only)

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

Rajasthan Lokayukt institution was brought after Lokpal act, 2013, following which Lokpal Lokayukt post was installed.

However more reforms are needed. *leverage of finance*

- (i) Jurisdiction of Lokayukt should also extend to ministers, chief minister etc. *suggestions*
- (ii) Transparent mechanism for complaints against public officials.
- (iii) matters of more than 5 years limit should be removed. *penitence leverage*
- (iv) vacancy in the institution should be filled in timely manner.
- (v) faster disposal of cases related to corruption, PMCA etc.
- (vi) Appeal system against them should be robust.

(Write above this line only)



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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.

lateral entry is emerging concept where people having specific qualification and intelligence are directly recruited to the top level of hierarchy in an organisation.

- ① To avoid the long process of recruitment
 - ② To provide an opportunity to people of different domain, highly qualified.
 - ③ make organisation multi-dimensional in nature
 - ④ Expertise based organisation.
 - ⑤ qualified professional having enough competence but recruitment by exam is not possible.
 - ⑥ Nature and demand of organisation requires specialists instead of generalists.
- Objectives of lateral entry

Arguments For	Against
① It can make organisation multi-dimension and result-oriented.	① It bars the merit based recruitment.
② Expertise advise is rendered to the organisation.	② against fundamental right of equality (Art-14).
③ Growth and development based on innovation.	③ equal opportunity for all public offices is restricted.
④ absence of hierarchical structure	④ Competance of individual for the post is not evaluated.
⑤ low chances of corruption, Red tapism	

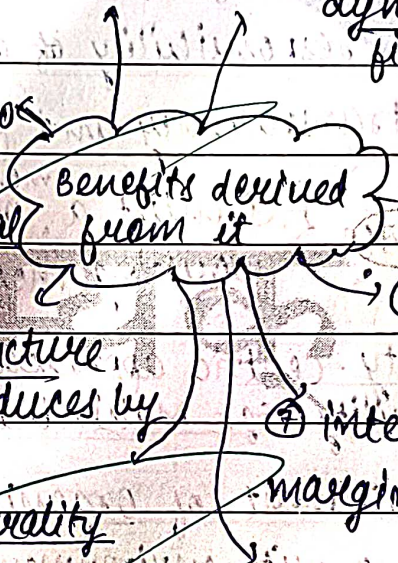
Thus, lateral entry is emerging initiative but to be adopted in Indian context with proper framework and needs of culture.

(Write above this line only)

2. वैज्ञानिक प्रबंधन की अवधारणा की 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 propounded by Taylor based on concept of time study, motion study, plurality of demand and managerial revolution, sci.

- ① It emphasise on the interest of labour. ② promotes structural dynamism instead of fixed structure of classical approach.
- ③ decentralisation is promoted via it where decision moves in radial manner. ④ de-bureaucratization of the system.
- ⑤ opposes pyramidal structure and hierarchy, produces by it. ⑤ individual innovation is promoted via it.
- ⑥ based on principle of plurality of command, division of labour etc. ⑥ interest of down trodden, marginalised also taken into account.
- ⑦ functional foremanship allows for proper delegation of responsibilities at planning and executing level. ⑦ Applicable on industry for multi-dimensional approach.



critical points :- ① Although promotes structural dynamism but ignored human-relation approach. ② Rational decisions ignoring consideration of interest of labour. ③ Mechanisation of work force leading to alienation. ④ Interpersonal relation among subordinate and superiors are ignored.

Thus, scientific management promotes for organisational efficiency and economy based on rational criteria.

(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 ^① governance and explain its ^② characteristics and throw light on the ^③ need of corporate governance in India.

Corporate governance is sum of principles, ideas and values created for organisational profit keeping interest of shareholders, stakeholders in fair and transparent manner.

① Based on principle of responsibility of board of directors.

② highlights responsibility of and interest of stakeholders

③ transparency and fairness towards shareholders

Characteristics of Corporate Governance } ④ exist a ^{moral} code of conduct for the working mechanism of the organisation

⑤ community-centric approach via inculcation of corporate social responsibility eg:- Mahindra-Nani Kali project.

⑥ emphasis on attainment of organisational, personal and societal goals along with environmental needs.

Needs of Corporate Governance :

- (1) Increasing profit oriented nature of the organisation.
- (2) decreasing moral values like cases of sexual harassment at workplace.
- (3) cases of corruption, bribe culture, Nepotism etc.
- (4) decrease in professionalism values and overemphasis on personal gains by employees.
- (5) Environmental degradation during production.

Thus, corporate governance required for community-driven, mission oriented and result oriented governance system with public welfare.

(Write above this 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 is method of governing via use of technology, digital mass media and internet.

Need → (1) increasing population pressure and induced need.

(2) allocation of resources for right to equality (Art-14) and ensuring basic necessity.

(3) To increase people's participation in growth and development

(4) To decrease rural-urban divide and digital divide.

(5) Rising industrialisation, urbanisation and linking to global economy

(1) low internet penetration

i.e. 0.3% in India as compared to 50% in Singapore

Problems arising

(2) lack of connectivity in rural and remote areas.

(3) low public awareness towards initiative like RTI, suchna portal etc.

(4) Infrastructural issues, digital divide, and low digital literacy.

Traditional Administration

(1) relies on traditional method and centralisation.

(2) Beneficiary limited to locality on territorial basis.

(3) follows hierarchy and scalar chain of command.

e-governance

(1) on basis of internet connectivity and digital media.

(2) Based on internet reach, caters to large population.

(3) not based on hierarchy.

Thus, e-governance can bring reformative changes in citizen centric service delivery and ensuring constitutional values.

(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.

(i) Responsibility

(1) It is an obligation to achieve mutually agreed goal in an organisation.

(2) Based on hierarchy ^{formal org.}

(3) Individual as well as collective nature.

(4) have penal provision. In case of both formal and informal.

(5) may be mandatory to fulfill or discretion based.

(6) outlined in code of conduct of organisation.

Accountability

(1) It is evaluation of one's responsibility and fulfillment of them upto defined level.

(2) Not based on hierarchy ^{formal}.

(3) Individual basis of accountability.

(4) Attracts penal provision in case of legal system. (formal organisation).

(5) mandatory only, does not depends on discretion.

(6) not necessarily defined.

(7) Question Hour: as a means of accountability, means of parliamentary control over the administration, present in rule book of houses, used for questioning of matter of public importance by member of parliament from ministers. House session starts with question hour. usually on

3 types question asked,

- starred question - orally answered, supplementary any question asked.
- unstarred question - written answer, no supplementary question.

short notice question: 14 days notice, supplementary questions can be asked.

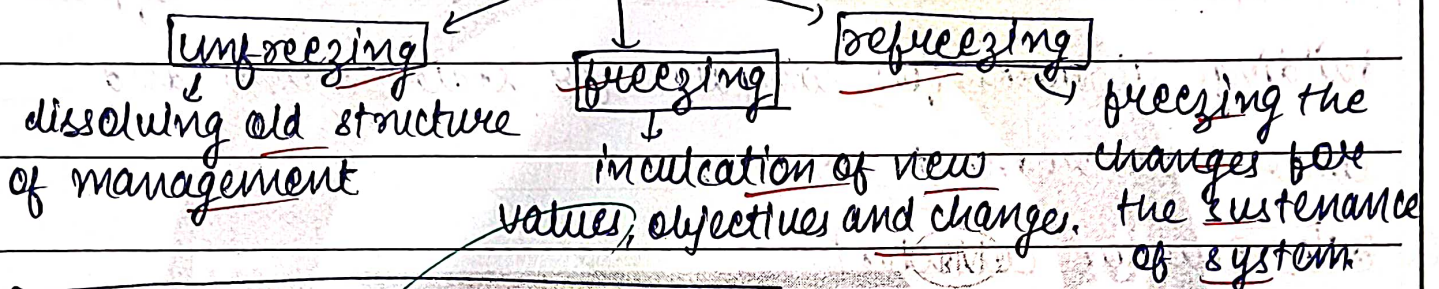
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6. निम्न बिन्दुओं पर लेख लिखिए/टिप्पणी कौजिए/Write article/Comment on the following points.
- परिवर्तन के प्रबंधन के चरण व उद्देश्य/Steps and objectives of change management
 - औपचारिक व अनौपचारिक संगठन में अंतर/Difference between formal and informal organization

① Blake & Moutan defined change of management as intentional reforms done in an organisation management to bring desired change.

behavioral
technical change
identify
implementing

As per Kurt Lewin, steps of change management is.



Objective of change management :-

- To induce new changes in the system for growth.
- To match with the progress of the western developed countries.
- To ~~avoid~~ accommodate technical and managerial change.
- update of technology with the time to avoid cultural lag.

<u>Formal Organisation</u>	<u>Informal Organisation</u>
(1) based on <u>rules and regulation</u> and definite structure.	based on <u>interpersonal relation</u> and small profit based.
(2) <u>security of job, insurance</u>	(2) No <u>job security</u> is given.
(3) <u>organised time of job and proper remuneration.</u>	(3) <u>unequal wages</u> based on merit and work requirement.
(4) based on <u>hierarchy model.</u>	(4) ^{may be} <u>Hierarchy or decentralised form</u>
(5) follows <u>unity of command and scalar chain principle.</u>	(5) follows <u>plurality of command</u> and chains of communication established well.
(6) works as per <u>code of conduct.</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.

District Magistrate as head of the district performs various functions.

(1) As district collector: (i) performs protocol based function for official dignitaries. (ii) acts as treasurer of state funds. (iii) keeps check on circuit houses and other state official buildings (iv) works for campaign for state schemes and central government schemes.

(6) (2) As Revenue collector:

(i) collection of land revenue and reports from Tehsildar and SDO is referred to him. (ii) decides land revenue, irrigation revenues rates etc. (iii) land demarcation is done by him. (iv) Reports from subordinates and cordial relation with them.

(3) As law officer: (i) implements section 144 in the district in case of emergency situations. (ii) maintain law and order condition (iii) act as crisis in chief manager during calamity. (iv) survey and inspection of district jails (v) criminal and under trials are transported to other jails under his jurisdiction.

Thus, district Magistrate performs various roles for maintenance of law and order and revenue matters.

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

1. निम्नलिखित शब्दों में से उपसर्ग पृथक कीजिए-

अंक- 5

(i) अपितु = अपि

(ii) स्वच्छ = सु + अच्छ

(iii) पर्याप्त = परि + आप्त

(iv) अन्वय = अनि + वय

(v) दुश्शासन = दुल + शासन

2. निम्नलिखित शब्दों में से प्रत्यय पृथक कीजिए-

अंक- 5

(vi) चरागाह = चारा + गाह

(vii) दैत्य = दिति + त्य

(viii) मार्कंडेय = मार्कंड + एय

(ix) दौहित्र = दौहिता + त्र

(x) दाशरथि = दशरथ + 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.

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.

Dam

3. One who studies the evolution of mankind.

Anthropologist

4. A language no longer spoken.

dead language

5. An imaginary land with perfect social order.

Utopia

6. A state of being married

7. Government by the inexperienced persons.

Мобочуау.

8. The science or Art of flight.

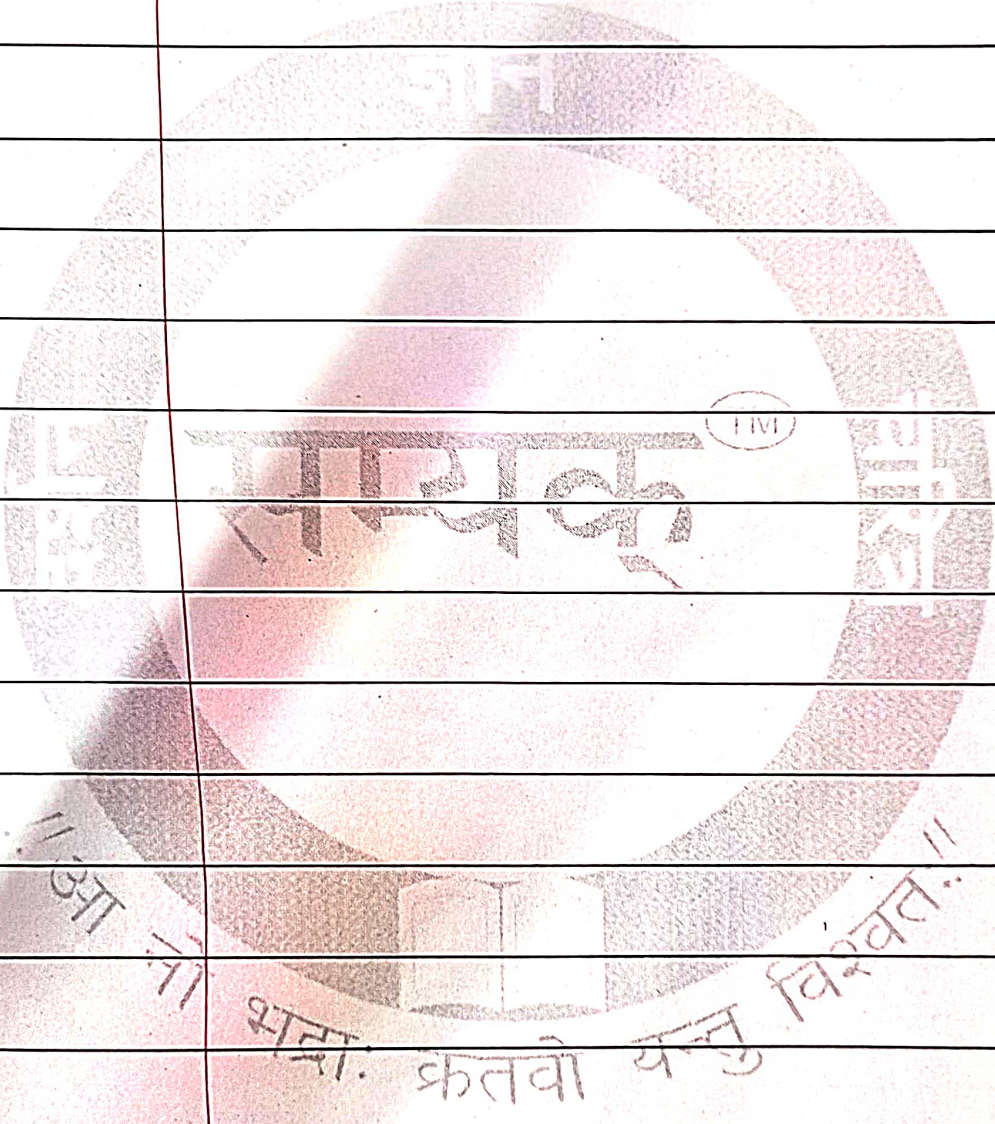
9. A person who writes beautiful writing.

calligrapher

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

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

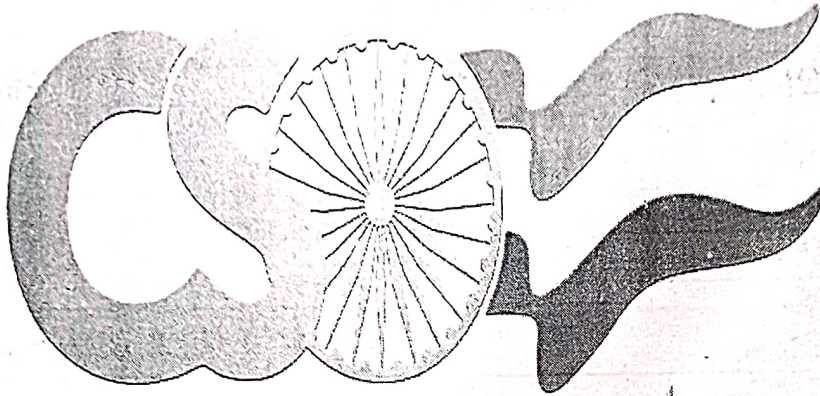
Marks : 10



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