

**PUBLIC ADMINISTRATION**

Time Allowed: 3 Hrs.

Max. Marks: 250

84/11<sub>2</sub>***Instructions to Candidate***

- There are NINETEEN questions. All Questions are compulsory.
- Answers must be written in the medium authorized in the Admission certificate which must be stated clearly on the cover of this Question-cum-Answer (QCA) booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
- Word limit in questions, wherever specified, should be adhered to.
- Attempts of questions shall be counted in chronological order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in the answer book must be clearly struck off.

You make good analysis, however need better  
 articulate in terms of intro, conclusion & writing  
 as per the context of the question'

Name PIYUSH GATHALA

Mobile No. \_\_\_\_\_

Date 1-1-18

Signature \_\_\_\_\_

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## REMARKS

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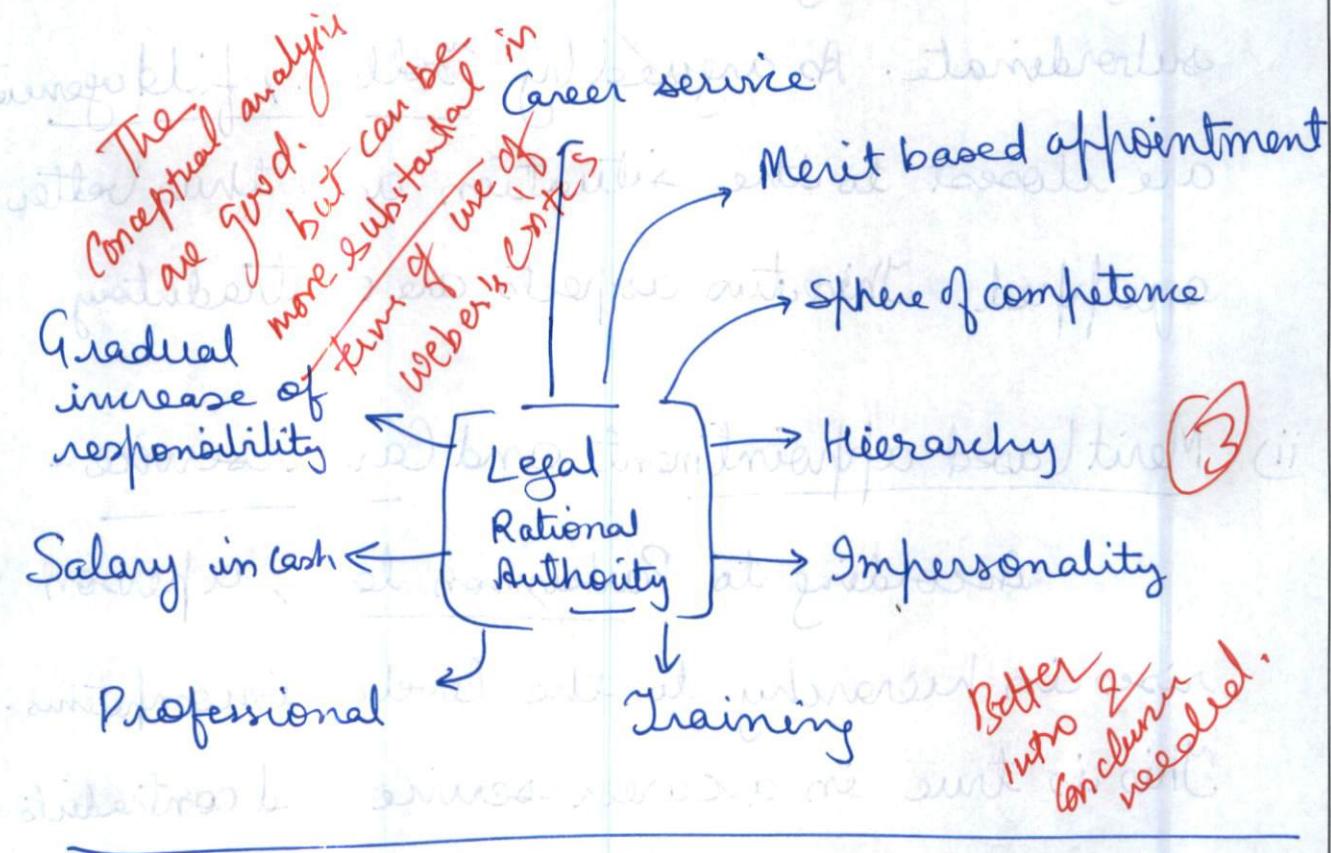
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1. A close examination of Weber's model shows that it contains some contradictions.  
 Examine. (150 Words) (10)

In Social and economic organisations, Weber conceptualised legal rational model of authority. This model had following features -



This model has come to be associated with ideal features of Bureaucracy. However as observed by many thinkers, it had many contradictions -

i) Rational decision making vs decision through

Hierarchy - ~~for hierarchy is a level of~~

~~pitfalls~~ There is a possibility that superior may not always make better decisions than subordinate. As argued by Tollett, field agencies are closest to the situation and thus better equipped. These two aspects are contradictory.

ii) Merit based appointment and Career service -

~~pitfalls~~ According to Parkinson law, a person rises in hierarchy to the level of incompetency. This is true in a career service and contradicts merit.

iii) Impersonality and Accountability

~~pitfalls~~ As outlined by Simon, classical thinkers failed to develop coherent experiment based theory. Weberian model of bureaucracy was no exception.

Remarks

03.7

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2. Civil Service neutrality is a matter of the past. Comment. (150 Words) (10)

Civil service neutrality is a defining feature of Weberian bureaucracy. However, during the late 20<sup>th</sup> century, it was increasingly contested.

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Neutrality a matter of Past !

i) Public Choice Approach: Argued by Gordon Tullock

and William Niskanen that bureaucratic decisions are not neutral but selfish. They emphasised acceptance of this reality and adopting market principles to check it.

(4)

ii) Developments during NPM:

- Lateral entry

- Managerial autonomy

- Key Performance Indicator based evaluation

Remarks

skewed the legal procedural neutrality.

iii) Social development programs -

Developing countries required not just impersonal implementation of law but policy making for development from Bureaucracy.

Nicholas Henry called this twilight zone, towards politics. Commitment to political manifesto of govt

iv) Political developments :-

~~Thatcherism in UK → Agentification of services → Contracts based incentives.~~

Similarly; citizen charter, RTI adopted in India.

These factors have contested the dichotomy based neutrality of administration.

However, civil service neutrality is intrinsic in continued role of legal, rational system of authority.

3. Unity of command does not actually exist and cannot be established in a real organization.  
 Explain. (150 Words) (10)

Unity of command is a classical principle of organisation. It was emphasised by Tayol, Weber and Gullick and Urwick.

~~Difficulty~~ <sup>Addres the concept</sup> in actually creating Unity of Command

i) Presence of informal organisation -

Discovered by Mayo in his Hawthorne experiments, it was found that peers create parallel goals for themselves regarding pay, productivity etc.

ii) Individual incentives motivate

According to contribution - satisfaction equilibrium by Bernard, the goals of organisation can only succeed if they incorporate personal

goals of individuals.

iii) Growing maturity of subordinates

Chris Argyris argues that traditional hierarchical unity of command proved successful when employees desired to be dependent on the decisions from above. Today, individuals seek personal authority, accountability and recognition.

iv) Ineffectiveness of decisions in closed system

When unity of command is followed, it leads to lack of ability of people working in direct contact with environment, to adapt.

As a result, such a system is difficult to establish in real organisations. However, Nicholas Henry also argues that as organisations mature, they seek predictability and build unity of command.

4. Explain the 'de-personalization of order' and 're-portionalization of order' happened to be based on the law of the situation with suitable administrative examples.

(150 Words) (10)

~~Orders flow from the situation and not people, argued Mary P. Follett. Her statement underlined the need to depersonalise orders.~~

3/12

### Law of situation

~~According to this law, any organisation makes decisions based on situation, to survive in that particular situation. For example -~~

- i) In rapidly changing situations -
    - Organisations are flatter
    - Decentralisation of authority
    - Found in startups
  - ii) Efficient means of communication -
    - Real time decision making
- More conceptual analysis needed  
logic behind analysis, but seems disjoint from the core idea of the question.*

Remarks

- Distribution of authority to interface with customer
- Eg. Gig economy based on apps like Uber
- Create Matrix structure

### iii) Predictable work environment

- Established standard operating procedures
- Presence of Hierarchy and Weberian Bureaucracy
- Eg. Indian Postal Services, Container Corporation
- Burns and Stalker in their studies on structure of organisation discussed the existence of multiple structures in different sectors of the economy. This was further articulated by Systems theory of organisation where depersonalisation and repositionalisation of orders happens based on demand of situation.

Remarks

1 : 37

5. It has been generally experienced that the larger the number of subordinates reporting directly to an executive the more difficult it is for him to effectively supervise and coordinate their activities. Justify your answer with a suitable example. If organisational disintegration is to be avoided decentralization must be tempered with selective centralisation. Comment. (150 Words) (10)

Recognising the significance of number of subordinates working under a manager, Gulick and Urwick conceptualised 'Span of Control'.

Impact of no. of subordinates on effectiveness of supervision

*There look like vote on more like vote on span of control. write conceptually*

i) Role of personal mentorship of leader requires one-to-one interaction with all subordinates.

Not possible if subordinates are too many.

Eg. New Education Policy rules on teacher student ratio

Analyse as per

(4)

ii) Vigilance functions require knowledge of actions of all subordinates within given domain.

Eg. difficult for district collector in India need for separate ACB HQs.

Remarks

(iii) Team spirit is stimulated by limited size of team.

Eg. Sports teams do not usually have more than 11 members in any sport.

Avoiding disintegration through

tempered decentralisation / centralisation

Gulick later outlined that span of control

varies based on -

- i) Experience of the leader
- ii) Complexity of task
- iii) Maturity of subordinates
- iv) Efficiency of communication eg. Digitisation

Thus, organisations must evolve the structure of span of control by allowing centralisation when leader is capable and has avenues for clear data and communication while allowing decentralisation if tasks are complex.

6. If organisational disintegration is to be avoided decentralization must be tempered with selective centralisation. Comment. (150 Words) (10)

Decentralisation is a method of shifting the authority for decision making to the subordinates in hierarchy. It needs to be balanced with selective centralisation.

better into  
can be given

### Role of decentralisation

(4)

- i) Rationality of decisions may improve
  - ii) Better implementation of decisions
  - iii) Faster response time
  - iv) Space for feeling self-efficacy among subordinates
  - v) Ownership of decisions at field level
- This leads to a better work culture and personal motivation of employees in an organisation.

However, there is a need for selective centralisation. This would ensure -

- i) Unity of command in an organisation,
- ii) Co-ordination among different components,
- iii) Visionary transformation of organisation,
- iv) Awareness of long term needs,
- v) Strategic vision,
- vi) Discipline in organisation.

In current times, technology has enabled information access at top in real-time. Thus, centralisation need not mean time lag, selective adaptation to challenges like climate change, geopolitical crises can only be done through centralisation of some decisions in an organisation / govt.

Remarks

7. MP Follett was never a systematic writer RJS Bakar. Comment. (150 Words) (10)

The thread of consistency was hard to find and harder to follow in MP Follett's works, says Baker. This critique on lack of systematic writing can be argued as follows -

- i) Disparate works in multitude of issues are separated by context and time, through her career, Good reasoning, However more substantiation needed.
  - ii) No attempt at wholesome theory of organisation,
  - iii) Lack of practical experience and experimentations at root of her works. Better intro & conclusions needed.
- ④ Further, the literature of MP Follett does not establish linkages between different aspects. Her works on conflict resolution and

Remarks

on decision making, scarcely cross reference each other.

This inconsistency can be attributed to -

- i) Gendered isolation of MP Follett from institutions,
- ii) Emphasis by Follett on psychology led to ignorance of systematic theory on organisation,
- iii) Her ideas were proposed during classical period but found emphasis during behavioural period (1940s),
- iv) Lack of citation by other classical thinkers.

However, Follett's work made a major impact on study of organisation, especially Dynamic administration. This led Peter Drucker to call her prophet of management.

8. Coordination without cooperation and cooperation without coordination is detrimental to the organisation. Substantiate your answer. (150 Words) (10)

According to structural thinkers, organisation existed by unity of command through hierarchy. While unity of command ensured co-ordination, co-operation was ignored.

good but  
doesn't clearly  
capture the  
concept.

### Significance of co-operation

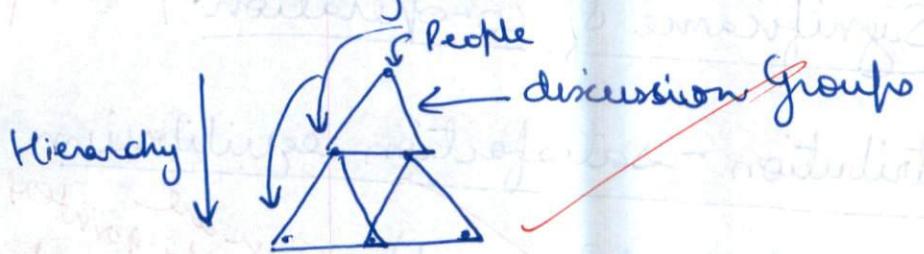
- i) Contribution - satisfaction equilibrium exists in every employee (Barnard). There are merely pointers relate & link between individuals' creative potential gives concept of opportunity for development.
- ii) Theory Y of McGregor - Individuals' creative potential is harnessed when he/she is given opportunity for development. Better analysis needed.
- iii) Structure of organisation exists as a structure of decision makers (Simon). Each person's decision impacts entire organisation.

(2)

Remarks

Motivation studies have shown that individuals co-operate to their best when they are confident of their well-being. Human Relations thinkers emphasise role of co-operation in organisation.

Linking Pin Model



Such models tried to develop a balance of unity of command (Co-ordination) and co-operation. Unity of command ensures a direction to the co-operation within an organisation.

Remarks

9. Disciplinary action is one of the means to ensure organisational efficacy. Hot Store Rules help to maintain organisational discipline. Describe. (150 Words) (10)

~~organisation~~ Organisation discipline is essential for a productive effort by all members of organisation.

Ohio studies on leadership found that classrooms without anyone in charge left the students in class most agitated. Such indiscipline

can have following impacts -

i) Quarrels

ii) Soldiering

iii) Passivity

iv) Physical harm

v) Corruption

In any functional society, rule of law plays the role of discipline that improves prosperity in society.

Remarks

Rules are established for transaction of business within government set up to improve efficiency.

However, this approach ignores the need for training, to build capacity to follow the rules. Further, as Mayo discovered, Human Relations play an important role in efficacy.

Recent developments in Behavioural economics, underline the role of incentives in improved efficacy of organisational goals.

Nevertheless, rules establish the basic playground for enjoying other tools of efficacy improvement by giving the manager control over the organisation.

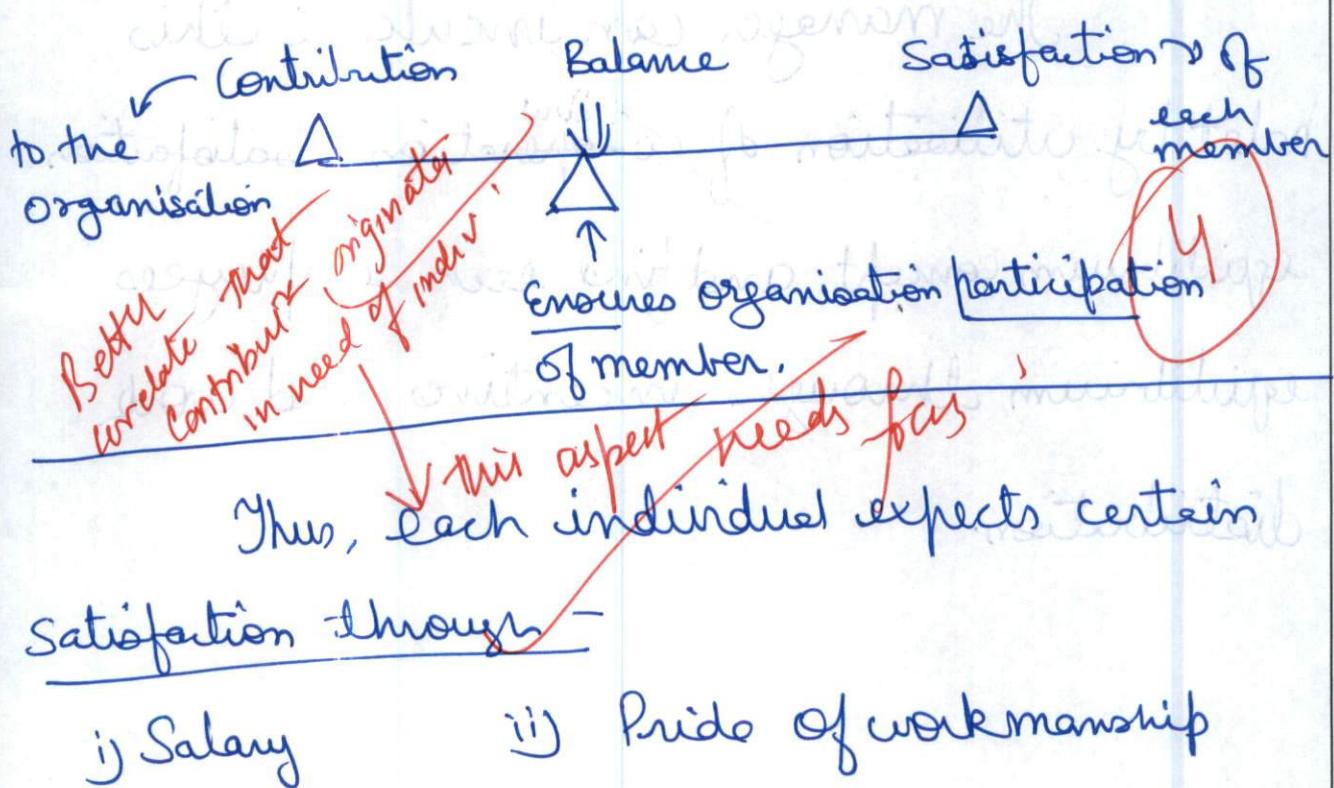
Remarks

10. Contribution originates in the need of an individual. Explain in terms of contribution-satisfaction equilibrium. (150 Words) (10)

According to Barnard, organisation of people arises from felt inefficiency of each individual infacing the environment. Thus, need of individual is the source of organisation.

*Better  
intro  
needed*

Barnard developed contribution - satisfaction equilibrium from this idea. It means -



Remarks

iii) Desired peer group

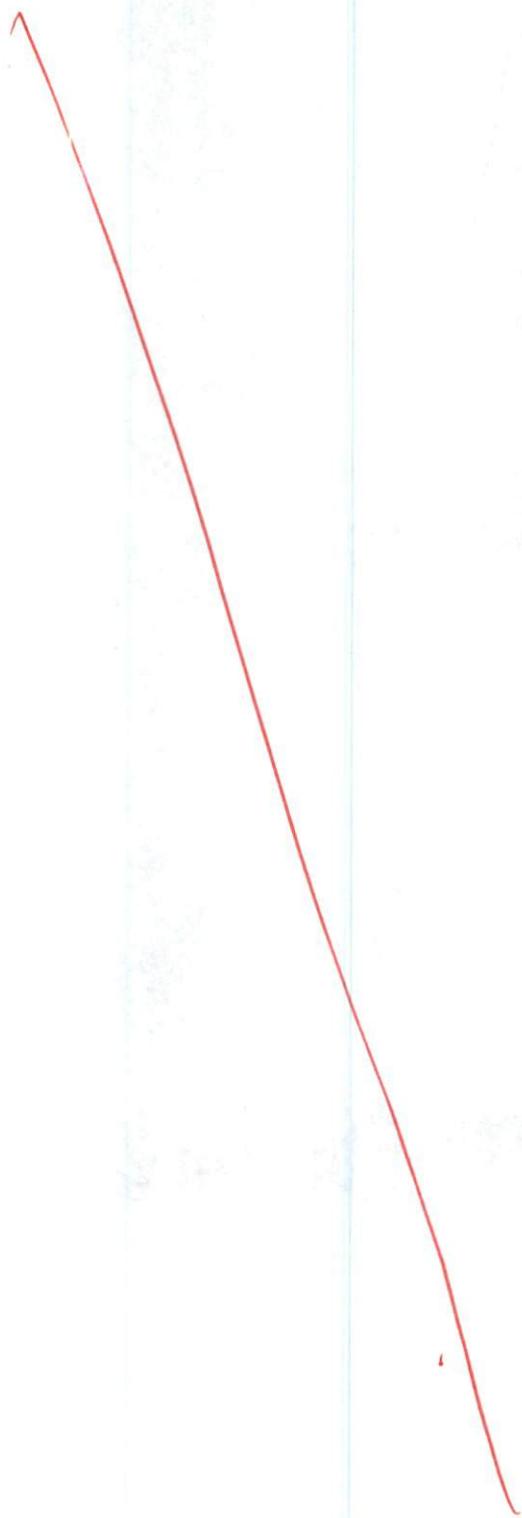
iv) Social prestige etc.

It is the role of manager, to identify needs of each worker and ensure their fulfilment. This would ensure a habit of acceptance of order by an employee → Zone of indifference.

Analysm  
are fine

The manager can inculcate this habit by utilisation of ~~co-operation~~ - satisfaction equilibrium concept and find each employees equilibrium through incentives and work distribution.

11. Neo-classical theory adopts the basic patterns of the classical theory but it has modified them by superimposing upon them the role of people acting independently or within the context of the informal organisation. Critically analyse. (200 Words) (15)



Remarks

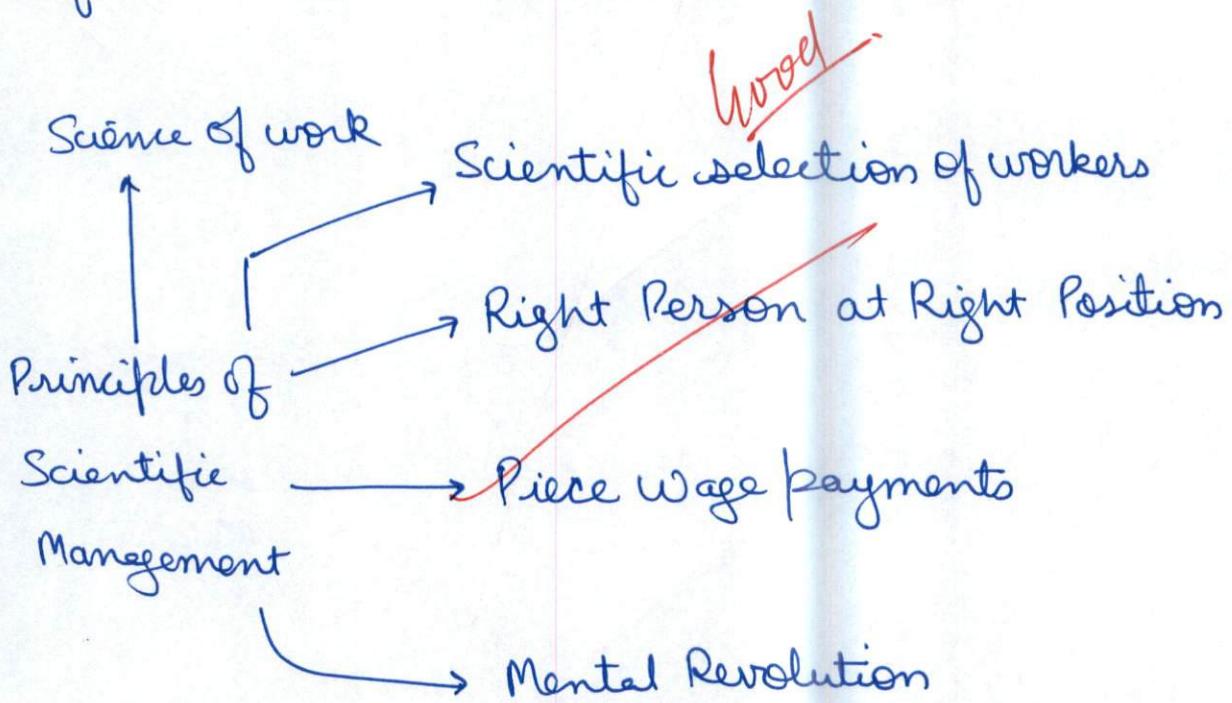
Remarks

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Remarks

12. By mixing the productive efficiency of each worker Scientific Management would also maximise the earnings of workers and employers. Hence all conflict between capital and labour would be resolved by findings of science. Analyse. (200 Words) (15)

~~Frederick Taylor considered that efficient shop floor functioning would lead to prosperity for both workers and managers. This would end all conflict between labour and capital.~~



~~Based on these principles, Taylor was able to ensure work of 400 people done by 140 workers.~~

Remarks

→ Here, mental revolution was made possible by -

i) Equal division of work between workers and managers.

ii) Wages to workers for effort put,

iii) Prosperity of workers and

iv) Good quality of output → consumers happy → Capitalists in profit.

*Good analysis*

(F)

Thus, Taylor believed that science of management would transform employer-employee relations. However, there are

**Opposition arguments** to it as well -

i) Taylor delegitimised trade unions

ii) Specialisation of work reduced bargaining

power of worker → can't find another similar job,

Remarks

(iii) Ignored mentorship role of managers →

~~Functional Management created eight supervisors~~

~~Taylor was → Unpopular among managers.~~

(iv) Dehumanisation of work by use of stopwatch

*Very nicely written*

These limitations led to widespread protests by the workers as well as managers. The

House Committee of USA legislature called Taylor for questions. Further, Human Relations theory found the need for humane touch in organisations.

However, Taylor's contributions continue to inspire workplaces like McDonalds and fuelled later stage of industrialisation in USA. Thus, Taylor leaves a consequential legacy in shaping capital-labour relations.

Remarks

13. While 'economic man' maximises, his cousin 'administrative man' satisfies. Analyse. (200 Words) (15)

'Economic man' and 'administrative man' are two models of decision making compared by Simon. These are explained below-

### Economic Man

- Theoretical model
- Rationality in decisions
- Maximises output of decisions

This model was emphasised by classical thinkers like Simon Taylor and Weber.

### Administrative Man

- Practical approach
- Limited information based decisions
- Just enough, workable decisions

outlined by Simon

Remarks

Simon emphasised that administrative decisions are shaped by -

- i) Complexity of problems
- ii) Difficulty in understanding outcomes
- iii) Limited time
- iv) Limited mental capacity
- v) Limited financial resources

Thus, the decisions should not pursue the economic man model. Instead, the emphasis should be on avoiding catastrophe and workable enough solutions.

However, thinkers like Chris Argyris and YL Dior have rejected this argument.

- i) Chris Argyris states that satisficing model rationalises incompetence.

Remarks

ii) YL Dror offered a normative optimal model of decision making. Since Simon avoided including values in administrative decision, his model failed to realise prioritisation among value. Dror offered his model to address it.

(4) *Administrative decisions are becoming increasingly rational through the use of technology.*

Too many point of view but they don't address the demands of society.

Simon provided the programmed decision model to address these innovations. Thus, administrative man and economic man are increasingly converging and satisfaction is being maximised.

Remarks

14. Theory 'X' might be more suitable in some crisis situation but less appropriate in routine and formalised situations in developing countries like India. Theory 'X' may still be useful at lower levels of organisation. Do you agree? (200 Words) (15)

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info & conclusion

### Theory X in emergency situation

Rapidly escalating situations require decisive action. Here, top-down model of decision making is needed. This would ensure-

- Timely action
- Good Co-ordination
- Objective approach
- Predictable functions

For example, during an office fire, it is better to follow the person in charge than let each person find their way out on own.

Remarks

## During formalised situation

The decision making should be in such a way as to ensure not just survival but let organisation flourish. Thus, theory Y is better suited.

- | Theory X  | Theory Y  |
|---|---|
| <ul style="list-style-type: none"> <li>• Carrot and stick</li> <li>• Top down decisions</li> <li>• Distrust in subordinate</li> </ul> | <ul style="list-style-type: none"> <li>• Inspirational influence</li> <li>• Decisions at many levels</li> <li>• Trust in subordinate</li> </ul> |
- Is O labeled  
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- Y

Theory Y seeks to enable participation

of each person through own influence and priorities. In McGregor's cosmology, a normal person is capable of taking decisions and seek responsibility for them.

Remarks

At lower levels

The nature of work may not be the intrinsic motivation to employee. To compensate for lack of self-drive, carrot and stick model may prove effective.

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task environment may affect motivation  
decrease in motivation

more difficult of differentiation

Remarks

15. What are the objectives of performance appraisal? Recommend for improving performance appraisal system in India. (200 Words) (15)

~~Performance appraisal is the process of formal recognition and scrutiny of the performance of employees of an organisation.~~

*Better info needed!*

### Objectives of Performance Appraisal

#### Appraised

- i) Deterrent effect against malfeasance
- ii) A tool of control by superior
- iii) Feedback for performance
- iv) Ensure Right Person at Right Position
- v) Suggest required capacity building
- vi) Data for Human resource decisions like -
  - Promotion
  - Voluntary Retirement
  - Transfers

Remarks

Performance appraisal institutionalises recognition for good work by employees. However, it tends to be annual in India limiting the spontaneity of feedback.

### Measures to improve performance appraisal in India

- i) Change the orientation from finding fault approach to mentorship approach
- ii) Utilisation of alternative methods like -
  - Employee of the month
  - Customer surveys
 along with existing APAR method
- iii) New capacity building training should be linked to appraisal. Eg. IGDT training under Mission Karmayogi should be recommended

Remarks

based on performance appraisal

- (iv) Career development should have greater role of performance appraisal. Currently, secretarial posts are allocated by PMD based ~~on~~ <sup>good</sup> on proficiency in file work instead of interests ~~effort~~.
- (v) Representation to the employee in appraisal points analysis with emphasis on periodic self-appraisal.
- (vi) Annual Performance Appraisal should be made evidence based with monthly updation ~~points~~ ~~of~~ ~~it~~ ~~is~~ ~~not~~ ~~done~~ ~~in~~ ~~the~~ ~~right~~ ~~way~~ ~~and~~ ~~therefore~~ ~~not~~ ~~useful~~ ~~for~~ ~~any~~ ~~purpose~~ ~~other~~ ~~than~~ ~~to~~ ~~show~~ ~~the~~ ~~employee~~ ~~is~~ ~~not~~ ~~working~~ ~~hard~~ ~~enough~~ ~~and~~ ~~therefore~~ ~~not~~ ~~deserving~~ ~~of~~ ~~a~~ ~~raise~~ ~~or~~ ~~promotion~~ ~~points~~ ~~analysis~~ ~~is~~ ~~not~~ ~~useful~~ ~~for~~ ~~any~~ ~~purpose~~ ~~other~~ ~~than~~ ~~to~~ ~~show~~ ~~the~~ ~~employee~~ ~~is~~ ~~not~~ ~~working~~ ~~hard~~ ~~enough~~ ~~and~~ ~~therefore~~ ~~not~~ ~~deserving~~ ~~of~~ ~~a~~ ~~raise~~ ~~or~~ ~~promotion~~

The government of India has adopted 360° appraisal method to bring all round scrutiny of performance. Such a system should act as harbinger of more reforms in the performance appraisal methodology as explained above.

Remarks

16. Civil Service Activism is a deviation from the principle of civil service neutrality and anonymity. What are its limitations in the Indian scenario? (200 Words) (15)

Civil Service Activism (CSA) is the method / process of civil servant openly expressing and implementing personal values and utilise the agency in decision making.

### Impact on neutrality

both into  
needed

CSA brings emphasis on bureaucrat's agency in making decisions. It leads to -

#### i) Breaking down of top-down decision

making,

#### ii) Difficulty in co-ordination by superior →

Personal responsibility of bureaucrat increases.

#### iii) Taking policy making roles, normally

the domain of political executive.

Thus, neutrality of Weberian model is threatened

Remarks

Impact on anonymity

Anonymity character of civil servant is based on what Montek Singh Ahluwalia calls working in backstage. CSA impairs it as follows-

i) Personality of bureaucrat impacts decisions of the bureaucrat,

5/12

ii) Agenda of the government v/s agenda of bureaucrat may conflict → impair instrumentality

iii) Politicisation of bureaucrat

The much  
same  
time

iv) Colour the decision of bureaucracy.

This has a long term effect on autonomy of civil service.

You address issues in silos but don't build bridges or link them

CSA in Indian Scenario

Indian civil service has been undergoing cases of activism. The various features in India

i) Recognition of activism in implementing government services → PM's award in Public Administration.

ii) Social media being used by civil servants during Covid-19 to educate people

iii) Anti-corruption activism by civil servants

Eg. Ashok Khemka

 The activist role of civil servant has limited popularity in India due to -

→ Political unpopularity of such civil servants

→ Reduced ability to ensure required services

→ Overburdened civil servant with routine work

Thus, civil service activism, an idea that may enable open system in bureaucracy needs to be responsive to Indian context.

17. Discuss some post-Weberian developments in bureaucracy. (250 Words) (20)

Weberian description of bureaucracy has defined the ideal model of bureaucracy for nearly a century. In changing context, new priorities are arising for governments. In this context, post-Weberian developments aim to make bureaucracy responsive to current demands.

### Post-Weberian

#### Developments

- i) Warren Bennis' Organic adaptive system -  
His model criticises Weberian model as an organisation without people in it.  
Organic Adaptive System is responsive to demands of the citizen.

Remarks

It considers the government as -

• Group of people working together

• Each level responding to demands

• Each individual expressing opinion.

Thus, Warren Bennis imports developments in Human Relations Theory into Bureaucracy.

ii) Alvin Toffler - Adhocratic system

→ Organisation adapt to information

→ IT revolution has brought future shock,

→ Rapidly responding organisations can survive

iii) Parkinson's law - Critique of Bureaucracy

→ Bureaucracy is not rational because

• Empire Building tendency

• Promotions to level of incompetence

• Penny wise, Pound foolish

Remarks

#### iv) Neo-Weberian School -

~~Neowards believes that Weberian model is not outdated, but needs some reforms to adapt to modern society.~~

~~Leon Panetta, White House Chief of Staff utilised Military principles (mostly Weberian) to improve efficiency of White House secretarial functioning. As pointed out we can talk about Weberian & Post-weberian models which dominate post-modern era.~~

~~Thus, multiple models have developed in the realm of Post-Weberian perspective on the legal rational authority or Bureaucracy.~~

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Remarks

18. From Taylorism to Mayoism the organisational theories have traveled a long road in the quest for organisational effectiveness. Describe. (250 Words) (20)

~~Taylorism was the first systematic effort at scrutinising productivity in organisation. Since then, organisational development studies have grown a long way.~~

~~Taylor's quest for organisational effectiveness~~

### i) Weaknesses he discovered

- Systemic soldiering by workers
- To maximise employment
- Natural tendency to take it easy
- Rule of thumb managerial practices

- Unscientific work practices

### ii) Solutions offered

- Science of work - optimised tool shapes
- Scientific selection and training of workmen,

Remarks

- Piece wise payment rates → instead of paying attendance
- Equal distribution of duties → Manager's trained
- Functional Foremanship - Specialised supervision
- Mental Revolution - Attitudinal change at shop floor

Thus, Taylor tried to offer engineering solutions to manager's challenges and organisational effectiveness.

### Other developments in classical theory

↳ Taylor brought "Principles of General Administration"

→ Unity of command → Scalar chain

→ Span of control → Unity of direction

He emphasised generalist nature of manager, contradicting Functional Governmentship of Taylor

Remarks

ii) Gulick and Urwick : Science of Administration

- Span of control
- Departmentalisation through 4 Ps
- Universality of administration
- Role of manager in Co-ordination

These thinkers are primarily structurelists.

The emphasis was on universal principle building about structure of organisation. However, Human Relations under Mayo Challenged this notion of efficiency through structure.

Elton Mayo's Hawthorne Studies

He discovered that -

- i) Productivity did not have direct correlation with material resources like lighting,
- ii) Workers did not follow commands of hierarchy but created their own targets,

iii) Productivity of workers was impacted by -

→ Ventilation of grievances

→ Physical Rests

→ Social participation

Thus, Mayo discovered that more than structure, it was motivation, morale and social context like being observed (Hawthorne Effect) that improved organisational efficacy.

Further, the studies of E. Mayo initiated a revolution in social and behavioural aspects of organisation. In modern times, system theory incorporates structured, human and social aspects of organisation shaping the fusion of Taylor's and Mayo's approaches.

19. Corruption has become a universal phenomenon. What are the legal measures available to tackle corruption in India? Are they capable of tackling it? (250 Words) (20)

~~Corruption is a challenge for governments across the world and India is also making efforts to address this menace.~~

### ~~Corruption as universal phenomena~~

~~Brazilian Senator Chico Rodriguez was found red handed with around \$50,000 in his undergarments by anti-corruption agency.~~

- ~~Nicholas Sarkozy in France had to resign from presidency due to corruption allegations~~

- ~~Poor military performance of Russia in ongoing war was attributed high level of corruption in the army~~

~~These events paint a picture~~

~~aptly described by Kautilya as Corruption~~

is as tempting as putting honey on the tongue

and desired to swallow it. However, we must not rationalise corruption as it weakens the state.

### Legal measures in India

i) Independent constitutional agencies like -

- CAG
- UPSC
- Central Election Commission

to supervise constitutional morality of government and democracy.

ii) Independent investigation agencies -

- CBI
- ACB
- Enforcement Directorate etc.

to investigate the cases of corruption

iii) Independent accountability institutions

- Lokpal
- Lokayukta

- Central Vigilance Commission

- UPSC

to ensure receipt of complaints and recommend action against corrupt persons.

Remarks

These institutions and agencies are empowered by laws like -

- i) Prevention of Corruption Act
- ii) Representation of People Act, 1951
- iii) Lokpal Act, 2013
- iv) FEMA Act
- v) Benami Properties Act
- vi) Right to Information Act, 2005

### Capability of measures

#### in tackling corruption

i) Political ~~sincerity~~ in bringing back black

money from abroad was questioned by

noted lawyer late Ram Jethmalani

→ This hampers implementation of  
legal tools objectively

ii) Goswami Committee noted that electoral  
funding perpetuates corruption in country.  
Electoral bonds have increased opaqueness.

Remarks

of legal political donations.

- iii) Soft state system of government → Poor Rule of law conditions
  - iv) Weak judiciary → lack of infrastructure and less judges → Poor convictions.
- Thus, effectiveness of legal measures to tackle corruption has scope for improvement.
- Courts should be adequately financed, AIJS be introduced, RTI be implemented on political parties, public participation in governance should increase by mobilising civil society e.g. MKSS can help in effective ~~excess~~ anti-corruption policy.

No. of analyses

(a) 112