

R. B. S. B. (R. O.— DEAP)

Batch Year 2009

[TIME : 2.30 P.M. TO 5.30 P.M.]

(MAXIMUM MARKS—100)

PAPER III

ENGLISH

N.B.—(1) All questions are *compulsory*.

(2) Figures to the right indicate marks.

(3) Each question must be started on a fresh page.

(4) All parts of a question must be answered together, without other answers intervening.

(5) Marks will be deducted if an answer far exceeds or falls short of the set limit, or is irrelevant, or if the handwriting is illegible.

(6) Answers must be written in *English*.

Marks

1. Write an essay of about 500 words, on any *one* of the following topics. 40
Complete information on the subject will be rewarded. At the end of the essay, state the number of words used:—
- (a) Private — Public partnership in higher education.
 - (b) Financial decision making : a balance between national and international priorities.
 - (c) Empowered bureaucrats and social upliftment.
 - (d) Consumerism in Indian society.
 - (e) e - banking as a green measure.

2. (a) Make a precis of the following passage in your own words, reducing it to about 250 words and give it a suitable title :— 24

India aspires for a faster economic growth, possibly even exceeding China's. India also wants an inclusive growth that is socially, politically and environmentally sustainable. Impediments to this growth are poor infrastructure, inefficiencies in public services, corruption and lack of accountability — all caused by poor governance.

What is governance ? Webster's dictionary defines governance firstly as ' a method or system of government or management'. Therefore, effective governance for India would be a method or system that will produce the desired outcomes that fit our conditions.

Three characteristics of India that its system of governance must fit are its scale, diversity and democracy. India and China are unusually large countries. With over a billion citizens each, they are almost four times larger than the next largest country. While both are diverse, India has an incredible diversity : the number of languages and religion that co-exist within one nation. Unlike China, India let the genie of democracy out of the bottle at its independence. It now has a free and energetic media, active civil

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society organizations, a plethora of political parties and of course free and fair elections. Therefore, unlike China, 'governance' in India cannot anymore be limited to the dictionary's other definition of governance: Government; exercise of authority, control.

A system of government or management can be improved at three levels. The most superficial level is an improvement in procedures. Procedures are nested within work processes. Developing these processes can improve efficiency. Most fundamental though is the architecture of the system itself. The architecture, as in a good building, provides the concepts and guidelines within which processes and procedures can be developed.

India's model of governance should be founded on four architectural principles.

Since Government in a democracy must be by the people, power and responsibilities must be further decentralized. Management of states and local bodies must conform to a minimal set of critical principles, and not to manuals of centrally determined rules and procedures which is the prevalent mode of governance. Boundaries between institutions, even amongst government ministries, have become very rigid. To counter this, 'lateral linking organizations' must be deliberately built to cut through these walls. These can take many forms such as, shared learning forums and joint projects. The design and support of these must receive as much, if not more, attention than the design and maintenance of the up-and down reporting and control structures of the government and management.

Diversity is attractive. It is also a great source of innovation; whereas homogenization and specialization create efficiency but kill creativity. India must nurture its diversity and deliberately take advantage of it, in the design of its organizations.

India is not one large ship. It is a flotilla of a million boats. They will bump into each other as they sail forth in their own ways. They cannot be called to order by a central command. They will coordinate only when they all want to go towards the same vision. Therefore, a decentralized, diverse and democratic India must have a shared vision to keep the flotilla together on its journey.

A shared vision emerges from conversations about what people care about, not from arguments to prove who is right and who is wrong. Argumentative Indians must learn to listen to others and respect their views. 'Big fights' and 'hard talks' on T.V. are entertaining but they can be divisive too. Elected assemblies in India are degenerating into brawls. Therefore, the country's democratic governance model must incorporate good processes for listening, dialogue and consensus building, in addition to the conduct of elections that India has mastered.

The first three principles have been distilled from an analysis of complex self-adaptive systems that have the ability to learn and adapt to changing environments. Systems in nature have this ability: thus they can adapt themselves and evolve, unlike mechanical, engineered systems that need external interventions to change them.

This principle is a hallmark of human systems. Human societies can consciously choose to change the ways in which they function. Studies of organizations and nations that have transformed themselves reveal the power of a shared vision of what their members want.

All four principles have been validated by examining the histories of organizations that have succeeded over long periods and against great odds. A governance model for India, based on these architectural principles of complex self-adaptive systems, can provide the designs of management and government systems for India's complex requirements. Analysis of governance failures in India invariably shows that one or more of the above principles have been violated.

Finally, the governance model must be based on the paradigm of 'learning together'. What India hopes to accomplish has never been done before. Within 25 years, we must be a larger and more inclusive economy, with technologies and lifestyles that do not merely ape those of the West ; but address the needs of our unique environment. Systems thinking, smart experimentation and rapid organizational skills will help realize our aspiration of a much faster, more inclusive and more sustainable progress to our vision.

(b) (i) Answer *two* of the following questions on the passage briefly, and in your own words :— 10

- (1) Discuss why India urgently needs an effective model of governance.
- (2) Why does India need a different system of governance as compared to China ?
- (3) What should be the guiding principles for India's model of governance ?
- (4) What is 'learning together' and how can it help develop India ?

(ii) Explain briefly and in your own words the contextual meaning and implication of *three* of the following terms in the passage :— 6

- (1) Genie of democracy
- (2) Plethora
- (3) Nested within work processes
- (4) Inclusive economy
- (5) Distilled
- (6) Homogenization and specialization.

3. Answer *one* of the following :— 20

- (a) The branch of your bank is located in a prime commercial area, hence it may be susceptible to security threats. The Government has issued an advisory in this regard to all establishments in your locality, based on which you have drawn up a detailed plan of action. Draft a circular to all employees outlining the security arrangements and impress on them the need to implement them strictly.
- (b) There are many complaints regarding the efficiency of the employees of your bank. As the Manager, you have been appointed Chairman of the committee to investigate the causes and recommend solutions. Draft your report.
- (c) Your bank has recently opened a new branch in an upcoming residential area. You have been approached by representatives of housing societies in the vicinity for details of services provided by you. Draft your reply, outlining all necessary information.