

Tribhuvan University
Faculty of Humanities & Social Sciences
Padma Kanya Multiple Campus

(An Autonomous Program)

Program: Bachelor of Public Service and Governance (BPSG)

Pre-Board Exam: 2082 (Bhadra)

Subject: Public Service Management-II
Code: BPSG 454
Semester: VII

Students are required to answer in their own words as far as practicable. The figure in the margin indicates full marks.

Group "A"

Reasoning Type Question

$(1 \times 20 = 20)$

1. Karuna has been teaching Public Service Management for 15 years at Machhapuchhre Management Campus, Pokhara. But now, AI tools like ChatGPT are causing big problems. Students rely on AI to complete their assignments and pretend it's their own work. Some tech-smart students find much better answers and solutions through AI than those given by the teacher. This sometimes lowers the confidence of the teacher, making her feel outdated. At the same time, it reduces independent thinking and creativity of students. This highlights the urgent need to rethink the education system in this AI era. On this backdrop, answer the following questions. (5+8+7)

- a. As a student in this class, how would you use AI responsibly for your studies?
- b. What problems do teachers like Karuna face because of AI, and how can we solve them?
- c. "Traditional teaching methods don't work well against AI learning." Do you agree? Give reasons for your answer.

Group "B"

$(5 \times 5 = 25)$

Long Answer Questions (Any Five)

2. Justify the statement that Estonia is in fact *e-Estonia*.
3. Critically analyze the role of the private sector in the development of Nepal.
4. Write a short essay on "Role and Responsibilities of Public Service Commission in Nepal".
5. Co-governance can be a beautiful idea for making inclusive and participatory decisions. However, it is not without shortcomings. What might be the challenges imposed by co-governance in public service?

**Full Marks: 60
Pass Marks: 30
Time: 3 hours**

6. Enumerate the key problems or obstacles that hinder the successful execution of PPP projects in Nepal? Also, provide rational and implementable solutions to those identified problems.
7. Write a short essay on "Land Management in Nepal".

Group "C"

Short Answer Questions (15 × 1 = 15)

8. What do you understand by *Ailani land*?
9. Write two differences between open competition and limited competition in PSC exams.
10. Name any three public offices involved in maintaining land records in Nepal.
11. Mention two major challenges in digitizing land records in Nepal.
12. Which country implemented the *Seoul 50+ policy*?
13. Define outsourcing in public services.
14. Name the electoral system used in Nepal's federal elections.
15. Name any two land related disputes commonly found in Nepal.
16. Give two major differences between co-production and co-governance.
17. Define *Public-Private Partnership (PPP)*.
18. Give a short introduction about the *Regulatory Sandbox of Singapore*.
19. What does *Dubai 10x Innovation Initiative* aim to achieve?
20. What are the types of authority as per Max Weber?
21. Give various Models of *Public-Private Partnership*.
22. A spider climbs down 5m in the daytime and climbs up 4m in the night in a 10m tall tree. How many days would the spider take to reach the ground if it is on the top of the tree?

!!! BEST OF LUCK !!!

Group "A"

1.a. It is obviously pertinent that AI is both a boon, if used well and a curse when misused. The use of AI in education is an example of innovation in learning however, it has disadvantages. Not just with Karuna's students, it is common in all students everywhere.

To overcome its disadvantages, it is necessary to use it moderately and responsibly. As a student of that class, I would utilize AI responsibly for my studies in following ways:

a. Research Tools

Using AI softwares for research purposes only. Making use of AI for finding academic research articles and employing research tools for e-learning.

b. Saving Time:

Using AI to summarize and compile vast details to save time instead of going through heavy unnecessary data line by line.

c. AI-based Tests

Asking AI to formulate competent exam questions for practice according to my syllabus to help me stay prepared in advance

d. Feedback Mechanisms

Uploading my notes and assignments to AI for its feedback and suggestions in improving my answer-writing skills

e. Assist in visualization

It is important for a student to be imaginative and creative so I'd use AI to interpret my visions in mind to reality, with the use of AI images to support from visualization.

f. AI-based timetable and strategies

Using AI as a study assistant to helping me build strategies for efficient learning and building timetable for effective utilization of my time.

g. Keywords formulation:

Utilization of AI to form keywords related to the subject-matter of my study, which I can use in my independent research and concept formulation, without making it do everything.

b. Limitation of AI for promotion of independent mind.

Putting manual restrictions, mental restriction on the use of AI in completing assignments by evaluating its consequences like lack of creativity, dullness, laziness in students.

Employing independent mind, ready to make mistakes than dependent on chatbots or AI-tools that lacks its own mind, and is a mere imitation of human intelligence.

Hence, by following aforementioned strategies and by understanding long-term consequences of excessive use of AI, I'd use it responsibly to promote my independent learning skills.

ib.

AI is creating problems for both students (in some ways) and especially for teaching teachers.

The problems faced by teachers like Karuna because of AI, along with their solutions are:

Problems	Solutions
i) Low student attendance as they study on their own at home with AI	strict attendance in classes with punitive consequences
ii) Disregard of teachers' notes	providing well-updated comprehensive notes that integrate all aspects that even AI cannot

Problems	Solutions
iii) AI-based assignment submissions	Use of AI detection tools and consequences of failure in case of use of AI
iv) Excessive use of AI and heavy dependence for learning	Providing online platforms for students to directly login, study and write answers, that also monitor side activities on the browser during that time.
v) Dullness and no use of independent mind. (lack of creativity) in students	Engaging students in fun and practical exercises for building their creativity. Eg. providing a case for problem-solving and evaluating their unique solutions.
vi) Low motivation to teach and frustration	Incentivize and provide positive feedback for efforts & promote mental health programs

Problems	Solutions
ii) Fear of loss of job	Updating job roles, providing training on new technologies to make them tech-savvy and unaffected by modern AI developments
iii) Low student-teacher co-ordination	Along with fun-filled engaging acts, also conducting wellness, excursion tours for students and teachers.
iv) Low-integrity and lack of honesty in students while submitting assignments	Moral training to students for disciplining them with moral workshops, stories, cases, opportunity to make impact.
v) Cancer-risk for both student and teachers	Making all tech-savvy by engaging in workshops related to utilization of AI, AI-based careers, use of AI in respective field of study.
vi) Use of AI-based mis-leading info and images	Conducting cross-verification of info, allowing students to

Problem	Solution
<p>fear of hacks, cyber attacks and legal consequences of info gathered through AI.</p> <p>Hence, I have 2 different views on it.</p>	<ul style="list-style-type: none"> - Providing training on enhancing cyber protection laws. - Awareness about AI-related laws.

<p>So, I partially agree with the statement that traditional teaching methods don't work well against AI learning. Hence, I have 2 different views on it.</p>	
i)	Firstly, I think AI learning is more efficient than tradition teaching because of following reason:
ii)	<ul style="list-style-type: none"> i) Remote access to education: Allowing the students students to study from any corner of the world with a digital device.
iii)	<ul style="list-style-type: none"> No school enrollment: Saves cost as no formal enrollment is necessary in institutions with provisions of digital certificates for completing learning process.
iv)	<ul style="list-style-type: none"> Saves time and money: Saves travel time, can study any time at convenience, and no heavy school fees.
v)	<ul style="list-style-type: none"> Updated knowledge: AI-Learning allows learners to be updated with every new thing of the world.
	<ul style="list-style-type: none"> Advanced skill development: It allows learners to develop high-end skills that would otherwise take so much procedure, time to learn.

vi) Diverse skills and specialization:

Allows learners to learn anything they want in all sectors be it health, engineering, IT, etc. with skills of all field while also allowing specialization in the one most interested in.

vii) Early career development:

Allows to build every skill early from young helping learners build their career earlier and work what they are interested in.

viii) Innovation:

It brings innovative and creativity in learners as they become free to explore anything they want.

c) It builds student-teacher relations which is essential for impactful learning.

d) Along with contextual knowledge, it helps students develop values like honesty, trust, integrity, etc.

e) Helps students learn from and integrate to real world scenario.

f) Develop social connections and build social skills which are more important.

g) Enhances emotional bonding and solve emotional issues with support.

Despite these pros of AI-learning, I do not undermine traditional learning-teaching methods because of following:

a) Traditional learning builds socialization skills with attendance and interaction in school.

i) It is inevitable for early childhood development.

b) As digital divide is still prominent in parts of world, those with no access to IT, rely heavily on traditional learning.

Hence, because of these reasons, I think it is important to embrace new changes in world like AI without it ruining the authenticity of tradition that play important

role in making us feel 'human' than like a 'robot'. However, it is inevitable that AI is changing world's landscape by addressing issues in traditional world but putting a limit is necessary. Evaluating this both side of coin is necessary for a comprehensive approach.

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Group "B"

5. Co-governance is the principle of involving all stakeholders — citizens, political parties, NGOs, civil society, private sector in decision-making process of government.

It aims to build welfare democratic society based on inclusivity and participation. However, it faces challenges and affects public service in following ways that hinders its efficiency:-

i) Slow execution:

Consensus-based decision-making leads to delays as it takes time for approval from all.

For Ex:-

iii) Indecisiveness

As all stakeholder are involved, it becomes difficult to prioritize one decision over another. It may lead to feeling of neglect. It leads to accountability issues.

iv) Dominance by others.

Powerful agencies, political groups may have higher influence and may create dominance over others which lead to power struggles.

v) Lack of public trust

When public opinion is not considered, it may lead to lack of confidence in co-governance that disrupts credibility of public service.

vi) Lack of engagement:

Citizens' lack of awareness and unwillingness makes it difficult to implement co-governance in public service making public service stuck on old & traditional

Explanation in better good.

examples supply points

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with clear

- vii) Resource constraint
Co-governance requires infrastructure, resources that support its model and in absence of such leads to failure in its processes in public service.

viii) Distribution of return:

Questions may arise when distributing returns to stakeholders from co-governance project as distribution justice need to be ensured. Otherwise, it hinders transparency and fairness of public service.

ix) Weak accountability mechanisms:

e.g. Public service is answerable to citizens for its actions but when decisions made in collaboration with public itself fails then who becomes accountable?
It disrupts accountability of public service.

x) Undumining government authority:

Co-governance might make the government role look weak, incapable and relied on others and affects its authority in public service.

xii) Problems in delegation:

Multiple actors and choices make it difficult for public service to determine what to delegate and what not to delegate.

Hence, these challenges imposed by co-governance in public service hinders the efficiency, effectiveness and accountability of such public service agency.

3.

Today's era is of limiting the role of government. It is about deregulation, less government and more government. In such time, role of private sector, especially in Nepal is necessary which also helps to overcome drawbacks of govt. Such roles are described below

a) Providing skilled manpower

Private sector invests more in development and training of its workforce which makes them capable to carry out duties that ultimately develop the nation.

b)

Bringing Innovation

Private sectors are more willing to embrace newer technologies and advancement for higher efficiency and success that accelerate development pace of nation, especially in IT.

c)

Fulfilling resource gaps

They also develop, investigate and collect resources as well as import necessary goods that fulfills resource gaps and utilize them for development process.

d)

Providing employment

They create numerous job opportunities helping nation fight against unemployment and poverty.

e)

Tax-payers

They are the largest tax-payers of country that stabilize the national economy.

f)

Foreign Investment

They attract foreign investments helping earn foreign currencies and balance foreign exchange rate.

g)

Export and BOP

They build industries that increase export of country, helping in Balance of Payments and overcoming trade deficit. Hence, it develops the economy of Nepal.

h)

Fulfils service gaps

In sectors where Govt. is lacking, it swiftly comes to aid by providing the necessary services with some expectations in return. Hence, it is improving service sector in development.

i)

Partnership

If partners with government, int'l organizations, etc. to meet its private as well as developmental goals of Nepal.

W?

~~critical side of things is asking you to be critical~~

~~right side of things is critical to be critical~~

~~Question to you analyse export & critical~~

Hence, private sectors roles are indispensable in Nepal where govt. is slow and overcrowded while also fulfilling aspiration of bus. govt.

2.

Estonia is one of the pioneer countries to digitalize almost everything. It is called e-Estonia because of the same - 99.99% of all services there is digital.

Further reasons for it being actually e-Estonia include:

i) e-Residency

If allows citizens and foreigners to obtain e-residency cards, becoming digital citizens of Estonia, that helps in participating in EU businesses.

ii) I-card:

It issues i-card for its residents that is machine readable that provides digital recognition to them and allows for voting as well.

v) Digital signature

It allows citizens to digitally sign for enhanced security and verification. Digital signatures are used for almost all e-services of Estonia. The unique digital signatures are verified and traced easily digitally.

vii) X-road:

It is the biggest data exchange hub of Estonia that connects all e-services of Estonia, allowing for integrated data service.

viii) Data embassies

Estonia has a backup of its data in Luxembourg that allows for security of data when domestic data is at threat of cyber attack.

ix) Government cloud

All necessary info are stored in a cloud software that is easily manageable and retrievable.

iv) i-voting:

e-Resident of Estonia can vote from anywhere online with just computer with Internet, I-card and mobile ID. They can even change votes within election period.

Because of these innovation in its services, it is a leading technologically advanced country in world. Many are inspired from it and are aiming to imitate the same.

Even when there is high digital data, everything is kept safe and manageable with ~~different~~ minimal cyber attacks except in 2007 where cyber attack occurred. It has advanced protection and backup against cyber attack.

As it is way ahead in e-services while many are still struggling in simple digital transaction, it is famous for really proving to be 'e-Estonia'.

e.

Public ~~part~~ private Partnership (PPP) is a new feature of democratic and modern governance that allows efficiency, innovation and inclusiveness in public service delivery.

Problems in PPP's success.	Solutions
i) Role ambiguity: 'Who does what?'	v) Pre-defining the roles and jurisdiction of both public and private sectors;
ii) Govt.'s more authority and control	ii) Promoting deregulation and mentioning in contract the role of govt. as partner than an authoritative owner.
iii) Unequal risk resource and return sharing.	iii) Whoever contributes more gets more so equal risk & resource bearing for equal returns.
iv) Weak policy regulations	iv) Formulating stronger laws with enhanced implementation to support PPP's success through engagement in policy dialogue.
v) lack of compliance to contract and laws.	vi) Punitive measures and consequences in case of deviation from compliance.

Problems	Solutions
<p>vi) Uncure about which model and theory to apply</p>	<p>vii) Pre-deciding PPP models and thereby integrating those best suitable for situations</p>
<p>viii) Poor oversight and monitoring</p>	<p>viii) Forming monitoring & oversight committee that regularly assesses process and outcome.</p>
<p>ix) Mismatch of vision and outcome</p>	<p>vii) Aligning goals in every action and scratching off those that don't align.</p>
<p>x) Heavy investment and low returns</p>	<p>viii) Scrapping of every action with check by each other.</p>
<p>xi) Pre-evaluation of areas of investment and return by analyzing market.</p>	<p>xii) Reliance on donations to increase self-reliance and invest where there are more reforms to mobilize into next project.</p>
<p>x) Treated like privatization -</p> <p>Although both parties are partners, private sector seems to be overburdened with tasks.</p>	<p>x) Although promoting equal roles through co-production and co-governance instead of more governance and delegation</p>
	<p>x) Promoting public over private interests while making its working environment free from political pressures with whistleblower protection</p> <p>xii) Auditing, investigation of accounts and formation of watchdog agency, strengthening role of Ombudsman in curbing corruption in PPP</p>

4.

Prominent Roles and Responsibilities of Public Service Commission

Public Service Commission (PSC) is Nepal's one of the major constitutional bodies provisioned in Part-23 of the Constitution from Article 242 to 244. It is the commission responsible for recruiting and selecting suitable candidates for public service in fair, inclusive manner.

Its functions, duties and powers are enlisted in the constitution itself. The constitution made it responsible to conduct exams for all civil services, except for Nepal Army, Armed Police, Federal Police while its role in conducting written exam and consultation for recruitment in such exceptions are prominent.

PSC's major role is to plan and analyze vacant seats, plan and publish vacancy, publish exam calendar and date, develop syllabus for all levels of civil service exams, conduct registration and symbol number allotment, conduct object, written exam, publish preliminary results. Upon passing such exam, it calls the candidates for interview by high personnel as interviewers. It evaluates total marking and publishes results.

Upon result publication, of civil service exam, PSC handles employment letter and conducts orientation as well as training. After that, it integrates the personnel into their job. It also handles transfer, promotion, and service benefits of its civil servants.

Its collaborative role is also important as it co-ordinates and collaborates with other vital government bodies for common goal attainment and acceleration to welfare state. For example, it co-ordinates with Ministry of Education, ~~National~~ Nepal Administrative Staff College, Province offices, etc. for different agendas that meets its goals.

Besides these, its functions are mentioned in Constitution as to lay out general principles in case of promoting in Nepal Army, Armed Police, Federal Police. It also allows for consultation to formulate laws on terms and conditions of any corporate body.

It clearly there are no permanent appointment to position with pension except on its recommendation.

It also consults on condition of service, that of Federal Civil Service, on appointment, promotion and departmental action, suitability in service for 6 months, transfer official from one kind to another kind of Federal Civil Service along with transfers in departments, locations, etc. It also delegates some functions to its lower bodies and staff for

successful execution of tasks.

It monitors the impartiality, fairness and accountability throughout the process of recruitment, selection, integration and service, not just until retirement but after it as well, through social security.

Hence, PSC is a high-profile constitutional body responsible for ~~recruiting~~ recruiting, selecting and performing major Human Resource Management tasks for government service in fair, impartial and inclusive manner while effectively overcoming drawbacks in its execution through benchmarking and monitoring mechanisms, as well as embracing digitalization in its functions.

- | | Open competition in PSC | Limited competition in PSC |
|-----|---|--|
| i) | It hires fresh talent. | i) Fresh talent recruitment is not favoured with internal staff development more favoured
old stars |
| ii) | It allows for individual and new knowledge. | ii) less diversity about higher institutional memory |
10. 3 public offices involved in maintaining land records in Nepal:
- सामग्री विभाग (Land Revenue Office)
 - पुलिस संस्थान (Police)
 - Local Forest Conservation Office

8. Allani land is that of land that existed in Nepal which had no "blueprint" Land Registration document of ownership.

11. 2 challenges in digitizing land records in Nepal:

- i) Lack of strong technological infrastructure for digitalization

Weak technocracy of govt. employees, and inability to fight cyber attacks.

12. Two land related disputes in Nepal are:

i) Guthi dispute:

Govt. trying to nationalize community trust land but faced heavy criticism due to community's religious, emotional, and trust reasons.

13.

Outsourcing in public services refers to the act of contracting out some major public functions

resources to external organizations instead of using internal means.

Eg: Contracting an IT company to develop

public service software.

14. Electrical system used in Nepal's federal

elections are:

i) Direct election
ii) Proportional

- i) First Past-the-Post Electoral System
- ii) Proportional

so, it has mixed electoral system.

16. EO-production

Co-governance

Defn.: i) It allows for participation of all stakeholders - citizens, private sector, civil societies in doing things together.

- i) It invites the different stakeholders for deciding together.
- ii) Eg: Students planning the menu of college canteen.
- iii) Eg: Students deciding how their fees are utilized.

It takes place in planning phase.

17. Public Private Partnership (PPP)

is an important mechanism of modern democracies. Government that involves both public and private sector to share risk, resource and return of a project.

- Eg: Elected President

18.

Regulatory Sandbox of Singapore is an innovative mechanism which allows business to test ideas in a controlled environment.

It reduces risks and allows repatriable experiments with global acceptance for its execution.

It limits damages and risks in testing new ideas.

19. Dubai 10x

Innovation aims to make Dubai ten times better in all of its sectors. It aims to advance Dubai 10 years ahead of the world and ensure convenience, innovation, efficiency 10 times faster.

20. 3 types of Max Weber's Authority are:

i) Traditional authority
Based on customs, legitimacy.
Eg: monarch

ii) Charismatic authority
Based on personal characteristics of individuals that inspire others.
Eg: political activists like Gandhi

iii) Legal-Rational Authority
Based on laws, policies in democracy

