

Tribhuvan University
Padma Kanya Campus
Bagbazar, Kathmandu
Bachelor in Public Service and Governance (BPSG)
Schedule Test- II (2082, Shrawan)

Course Title-Public Service Management-II

Pass Marks: 10

Semester: VII

Time: 1 hrs

Candidates are required to answer the question in their own words as far as practicable.

Group A (Very Short Answer Section) 1 × 5 = 5

1. Enlist some of the strategies so that one can be innovative.
2. Give various types of traditional land tenure system prevalent in Nepal.
3. Jot down various models of PPP?
4. Five sisters - Rita, Sita, Gita, Jita, and Nita - are comparing their heights. Rita is taller than Sita but shorter than Gita. Jita is shorter than Nita but taller than Gita. Sita is not the shortest sister. Gita is not the tallest sister. Nita is taller than Gita. Who is the tallest sister and who is the shortest sister? (1+1)

Group B (Short Answer Section) 3 × 3 = 9

5. Differentiate between Insourcing and Outsourcing.
6. Analyze the role of the private sector in the development of Nepal.
7. Suppose you are the Coordinator of BPSG program. What innovative tasks would you implement to enhance the overall reputation of the program?

Group C (Long Answer Section) 1 × 6 = 6

In 2015, Woodmandu Metropolitan City (WMC) entered into a 30-year PPP agreement with ABC Construction Company to develop a 12-storey commercial tower at the Old Transport Hub site, with WMC receiving Rs 10 million annually. However, in September 2024, serious issues emerged when ABC Company constructed a 19-storey building instead of the approved 12-storey structure. Chief Administrative Officer (CAO) Namesh Sharma approved the revised design bypassing the official Electronic Building Permit System (EBPS) and without proper authorization from the Valley Development Authority. Mayor Malen Shah discovered that 70% of the building's columns fail to meet national safety standards and that the unauthorized floors could generate Rs 250 million annually while WMC receives minimal benefit. Mayor Malen suspended CAO Sharma and ordered construction to halt, but ABC Company obtained a court order allowing construction to continue.

You as an administrative consultant to Woodmandu Metropolitan City, analyze the key administrative and procedural failures that led to this crisis. Also recommend specific reforms to strengthen PPP project oversight and prevent similar issues in future.

!!!BEST OF LUCK!!!

Group 'A'

Q.no.1

The strategies so that one can be innovative are:

- a) Paradoxical Thinking
- b) Lateral Thinking
- c) Thinking Out of the box
- d) Thinking without thinking
- e) Reverse and Inverse thinking.

Q.no.2

The types of traditional land tenure system prevalent in Nepal are:

- a) Bista
- b, Kipat
- c) Rakam
- d, Jaigarh
- e) Guthi
- f, Thora

Q.no.3

The various models of PPP are:

- a) Built Operate Transfer
- b) Built Transfer

- ①
- c) Built Operate Own Transfer : eg Upper Tamakoshi project
 - d) Built Operate Own
 - e) Lease Operate Transfer

Q.no. 4

Nita is the tallest.

Sita is the shortest; even if the question says so. (out of box thinking)

You ought to show procedure in answer sheet. PA the answer sheet 'Group C'

As an administrative consultant to Woodmandu Metropolitan City, the key administrative and procedural failures that led to the crisis of PPP project between WMC and ABC Construction company according to my analysis are:

- a) Legal Failure: Violation of local government Operation Act. It caused institutional censure
- b) Administrative failure: Failure in proper development planning, contract awards, hiring.
- c) Lack of Coordination between Elected vs Selected: The lack of coordination between Chief Administrative Officer (CAO) and Mayor Balen Shah caused 'internal conflicts' in the

WMC that led to the crisis.

- d) Lack of Regular Monitoring: Timely inspection of the project could have led to the project success.
- e) Profit oriented mindset of Private Company: The ABC Construction Company could have inspected properly while getting the approval to construct a 19-storey building, but it refused to execute the order without further negotiations with Mayor.
- f) Lack of consensus in administrative decision: The CAO passed the revised design without proper consultation with the Mayor; showcasing the 'hidden benefits' from the project. This shows lack of consensus between selected vs. elected creating lack of credibility in WMC.

The crisis in PPP project portrays lack of coordination, accountability, responsibilities towards public. It erodes public trust and undermines the principle of good governance. PPP ensures projects are highly beneficial for government as there is resource risk sharing. PPP projects guide government in planning, budgeting and proper execution of projects.

As a administrative consultant, I would recommend specific reforms to strengthen PPP project oversight by:

a) Proper planning of PPP projects: The planning involves :

- i) Need assessment
- ii) Resource allocation
- iii) Risk assessment
- iv) Sustainability
- v) 'End user' assessment
- vi) Benefits and Challenges assessment

b) Maintain Consensus in Decision: Ensure regular coordination with stakeholders and decision making based on consensus.

c) Regular Monitoring and Evaluation: Accessing the projects on a timely manner and tracking the

d) Ensure legality: Ensuring the project are being executed in legal manner.

e) Public Participation: Engaging public in the PPP projects can build trust among the citizens

~~Delegating strategically~~: Using expertise of technical staff, CAO rather than sidelining them

- β Maintain institutional Balance

g) Follow legal timelines: Ensuring the projects are completed in timely manner.

~~These I would recommend~~

h) Digitization: Use of e-CIP system, MBIS and digitization of process and methods involved.

Thus, I could recommend these strategies to build trust in leadership in order to oversight and prevent similar issues in future.

Group 'B'

Q.no.6

Private sector are different from public sector as they are profit oriented whereas public sector are service oriented.

Private Sector Plays a major role in the development of Nepal by

- a) Providing Technical expertise in matters related to infrastructure development in areas like Health, Education, Transport
- b) Advisory functions in management and planning of development projects
- c) Economic Growth and Development: By increasing employment opportunities, income generation, industrialization, enhancing production
- d) Adaptation to ICT: Private sectors can provide technical expertise in governance such as MIS, e-procurement, e-bidding, customer tracking etc.

~~e) Public Private Partnership through sharing of
3R : Risk, resource and return.~~

~~g. eg: Private sector can guide public hospitals in maintaining their e-postal system.~~

~~Weaknesses.
Examples of 3R~~

~~Q.no. 6~~

Basis	Insourcing	Outsourcing
1. Definition	Insourcing refers to practice of performing organization function, services, practices internally by using organizational resource, staff and capabilities	It refers to the practice of contracting out services functions to external organization rather than performing them internally.
2. Major Types & Methods	a) Promotion b) Transfer : Departmental, geographical	a) feasibility study b) Agreement c) Evaluation & Selection
3. Advantages:	i) Employee Satisfaction ii) Employee Loyalty	i) Core competency focus ii) In house capacity skill gap iii) Knowledge Transfer
4. Flexibility	Flexible in nature	less flexible

Cost effective

It is cost effective

It is not cost effective.

Sno. 7

If I am the coordinator of BPSC program I would implement the following innovative task:

- i) Assessing the needs of BPSC students such as:
 - a) Library Materials
 - b) Teacher's satisfaction
 - c) Proper sanitation
 - d) Classroom management
 - e) Technical issues :- Projector condition
- ii) Consulting with students on research-seminar papers.
- iii) Providing res. reading materials of lok Seva Aayog.
- iv) Regulate classes & such as CTC class and IQ class
- v) Conducting meeting on a timely manner regarding class regulation.

- v) Coordination with other institutions for internship.
- vi) Tracking passed out students and asking for their feedback for further improvements.
- vii) Conducting educational excursion, organizational visits to better understand the public sector.
- viii) Revising syllabus and course content with consultation with experts of PSC.

Q. 2
This answer lacks innovativeness

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Code No. :	Code No. :	Code No. :
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No.

ANSWER BOOK I

Students are required to write their answers on both side of the page and clearly mention the answer number.

Marks Obtained	INSTRUCTIONS TO CANDIDATES	Name of Student:
Ans. 1	Ans. 12 <input type="text"/>	(1) Each Candidate will write legibly on the title page her Symbol NO.-REGISTERED NO. but not her name. This should be done in each answer-book used before beginning to write inside.
Ans. 2	Ans. 13 <input type="text"/>	
Ans. 3	Ans. 14 <input type="text"/>	
Ans. 4	Ans. 15 <input type="text"/>	(2) No loose papers will be provided for scribbling and no other paper should be brought in for this purpose. Any candidate found with loose paper in her possession WILL BE EXPELLED . All work must be done in the answer sheet provided and pages MUST NOT BE TORN OUT . The answer sheet provided CANNOT BE REPLACED BY ANOTHER , but, if necessary, an additional page will be given. Anything cancelled in the answer sheet not be looked into.
Ans. 5	Ans. 16 <input type="text"/>	
Ans. 6	Ans. 17 <input type="text"/>	
Ans. 7	Ans. 18 <input type="text"/>	
Ans. 8	Ans. 19 <input type="text"/>	
Ans. 9	Ans. 20 <input type="text"/>	
Ans. 10	Ans. 21 <input type="text"/>	(3) Candidate is forbidden to write answers or anything else on the question - paper
Ans. 11	Ans. 22 <input type="text"/>	(4) No candidate will be allowed to leave the room until one hour has passed from the time when the question papers are distributed.
TOTAL <input type="text"/>		
Total Marks in Words:		(5) Candidate who uses two or more answer-sheets should see, before handing over to the invigilator, that they are properly stitched together.
Date 20/8/2010		
Course Title <u>Public Service Management II</u>		
Course Code No.		
Signature of Student		
Signature of Superintendent		
Signature of the Examiner		
Signature of Scrutiny Board:		