

## **HRM627 Human Resource Development**

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## **HRM627 Mgmt627 Final Term Current Papers (Feb 2011)**

### **Role of Govt in women empowerment**

The political empowerment is a must for the all round development of the women, but as in the case of dalit politicians and legislators, our efforts may prove futile. We must concentrate on imparting social education before giving any concrete shape to their political empowerment to the women. Without academic and social education, the political empowerment of women in certain parts of the country had proved futile. In Panchayat Raj set up in U.P. and elsewhere in the country, the uneducated women are subjected to exploitation at the hands of government machinery. It will not be prudent on our part to restore the rights of the women belonging to the affluent section of the society only. Therefore, our efforts should be directed towards all round development of each and every section of Indian women by giving their due share. It is a must to maintain and protect chastity, dignity and modesty of women. It is the need of the hour to give due share to each and every section of the Indian women. I am sure, without removing social stigma, no progress or development could be achieved.

### **What are the steps should be taken in the economic development in future?**

One dilemma is that although economic and social development programs need to be considered as long term process, many people and institutions, both within the developing and other countries, including donor agencies, seem to suffer from a 10 year itch (development decades).

It is also important to know that each institution and scholar seems to have found it necessary to hitch itself in an extreme way to particular solutions to HRD problems, e.g. whether to “get the prices right” or to “empower the poor” etc.

### **Role of Government**

The government plays its role in the following ways:

- Policy formulation
- Translating policies into plans and programs
- Mobilizing resources required to implement plans

- Establishing/strengthening institutional structures and other infrastructure
- Implementing the programs
- Monitoring
- Experimentation in select areas
- Review

### **Describe devolution?**

Devolution in Pakistan follows the principle of subsidiary, whereby all functions that can be effectively performed at the local levels are transferred to that level. It would be worthwhile at this stage to explore the concept and experience of subsidiary as it is practiced in other parts of the world.

In nutshell the EU principle of subsidiary as introduced by Maastricht Treaty in 1991 is “devolution of

Competence upward to the supranational European tier by agreement is recommended when greatest policy outcome and effectiveness is expected on that level. Similarly, downward devolution of competence to regional and local authorities or partnership institutions ought to be implemented when most effective policy arrangements for regenerating local and regional economy are expected outcome on the lower level”.

Pakistan is obviously free of the inherent complexities of EU in terms of different nations, cultures, economies, priorities etc. and does not need to address the supranational notion and therefore subsidiary in our country has to be on outward/downward basis so that maximum power and decision making occur at the lowest governmental tiers with main aim of providing basic municipal services to the masses. This is exactly what the Devolution Plan intends to do, to empower political, financial and administrative organs at the lowest tier of governance.

### **Describe intrinsic motivation. Give two examples?**

In English language the word “intrinsic” has synonyms like inherent, native, built-in, central and, natural, whereas the synonymous for word “motivation” include incentive, inspiration, drive, enthusiasm, impetus, stimulus, spur, impulse and, driving force. So in other words the phrase “intrinsic motivation” implies an in- built and naturally occurring inspiration or drive. A natural question arises here; what would this in-built drive accomplish or do? Warner (1987, p. 38), while analyzing the philosophy of Kantian motivation, provides clues to this question through defining motives as, “desire in general.....a state that plays a certain role in commonsense psychological explanation and justification of thought and action.” The in-built drive or desire, therefore, accomplishes our thoughts and actions, or forms, the very bases of our volitional behavior. Warner also notes that, “motives vary in intensity, and the greater the intensity, the more likely – as a rule – it is that the motive will cause action.” It implies therefore that stronger the motive or the in-built drive or intrinsic motivation, stronger the likelihood of some action or at least thought leading up to action

### **Why coordination is important in HRD?**

The **open method of coordination** or **OMC** is a relatively new and intergovernmental means of governance in the European Union, based on the voluntary cooperation of its member states

Collaborative activities with India are mainly in the sphere of human resource development. The ASEAN-India joint HRD collaboration initiative will also function as a coordination

mechanism for the various ongoing institutional and bilateral collaborative activities in the HRD domain, in order to bring these activities under a broader regional framework.

**What are the areas where a person can utilize his/her skills?**

*Improving every aspect of the quality of education, and ensuring their excellence so that recognized and measurable learning outcomes are achieved by all, especially in literacy, innumeracy and essential life skills*

(to gain computer skills and thus earn higher pay) or at the behest of their managers  
Some adult high schools may also offer general interest programs such as computer skills or other continuing education courses.

A few cities in the United States and Canada have dedicated adult high school facilities. In most other cities, students age out of the system at 19 or 20 leaving them no other option than getting their GED. This is a problem for students who still need many classes to gain the skills they need to pass a GED test. This problem is compounded for the United State's growing foreign born populations, who are not familiar with the American school systems and are still learning English, especially if they come into the United States in their teens and are expected to catch up with their American peers by the time they reach the age of 19 or 20.

**Lifelong learning** is the concept that "It's never too soon or too late for learning", a philosophy that has taken root in a whole host of different organizations. Lifelong learning is attitudinal; that one can and should be open to new ideas, decisions, skills or behaviors. Improved vocational skills and work-oriented literacy were also provided

**Question No: 50 (Marks: 3 )**

**What are those three questions which need to be answered before investing money in the Private Partnership?**

There are certain questions that can provide insight into the structure of any business that you are considering investing with. Taking the time to do your research can help you determine if your investment can be profitable for years into the future. Giving into a tip or trend business without really understanding who you are investing with can be both risky and foolish. Listed below are several key questions that can help you determine if investing in your business of choice is right for you. Here are some things you should consider before investing in any business-

**Does the business have products or services that have sufficient market potential to make possible a sizeable increase in sales for at least several years?**

**A business that caters to a trend market or is unable to sustain itself for several years will not be a good long-term investment.**

**Does the management of the business have a determination to continue to develop products or processes that will still further increase total sales potential when the growth potential of currently attractive product lines have largely been exploited? If the management of the business is only it for the short-term for long term profitability you should take your money elsewhere.**

Does the business have an above-average sales organization? Sales drives growth and profit. No matter how good the product or service if the company does not have the best sales staff it simply will not grow.

Does the business have a worthwhile profit margin?

Do not make the mistake of confusing cash flow with profit. A cash-rich business can still be making very little profit. Understanding exactly how much profit is being made will determine if your investment is worthwhile. In addition you should also be considering what the management of the business is doing in order to maintain or improve their profit margins.

Does the business have outstanding labor and personnel relations? Do you want to invest with a business that does not treat their employees well? This is often a tell-tale sign that the core of the business is not good. Poor employee relations are often a red flag to take your money elsewhere.

Does the business have depth to its management?

Competent and experienced management will help grow the business, increase profit and grow your investment. Knowing who and how they are running the business is crucial before making any investment.

How good are the business' cost analysis and accounting controls? If the business is bleeding money through uncontrolled costs and account you can be sure that your investment will be a part of that. This is a problem that must be addressed before any investment is made.

Are there other aspects of the business that are somewhat peculiar to the industry involved that will give the investor important clues as to how the company will be in relation to its competition?

While you do not have to know everything about the business and the industry you are investing in it can be helpful to at least be knowledgeable. There are enough great investment opportunities that potential investors should go with that they know.

Does the business have a short-range or long-range outlook in regard to profits?

Everyone wants to make money now but in order to maximize your investment you need to be somewhat assured that the business is on track to make money in the future.

Does the management of the business talk freely to investors about its affairs when things are going well and "clam up" when troubles or disappointments occur?

This is an indication of how sound your investment will really be. If the management of

the company has unquestioned integrity and great communication this may be the right investment for you any doubts about this and financial experts recommend looking elsewhere for another opportunity.

Question No: 51 ( Marks: 5 )

Explain how educating girls and women is beneficial for women empowerment.

### Investing in Girls' Education Improves Health and National Income

In Pakistan and Afghanistan female literacy rates are at 36 and 13 percent, respectively. Religious extremists obstruct female education and want to keep women out of public life. Poverty and distance also keep parents from sending their daughters to school. Greg Mortenson and CAI not only build schools, but also provide vocational training for women, especially in maternal health. Last summer CAI held a midwife training program at a clinic in Pakistan's Charsadda Valley near the Afghan border. It has been shown that girls who receive quality primary education lead more productive lives and contribute to the health of their families.

### Investing in Girls' Education Yields High Returns

Greg Mortenson often points to three areas where increased female literacy makes a difference in society:

- **Infant mortality rate:** the better educated women are, the less likely their babies are to die
- **Population growth:** educated women tend to have fewer babies. A 2000 study in Brazil found that literate women had an average of 2.5 children, while illiterate women had an average of 6 children, according to UNESCO
- **Quality of Life:** Girls' education leads to increased income for the girls themselves and for nations as a whole. Educated farmers are more efficient and their farms are more productive.

Teaching girls to read and write reduces the ignorance and poverty that fuel religious extremism and lays a groundwork for prosperity and peace. Greg Mortenson believes that sustainable peace is a viable option in the region, but military might alone will certainly not do it. Sustainable peace will result from good relationships with the elders

and local communities.

**Creating intergenerational education benefits.**

Mothers' education is a significant variable affecting children's education attainment and opportunities. A mother with a few years of formal education is considerably more likely to send her children to school. In many countries each additional year of formal education completed by a mother translates into her children remaining in school for an additional one-third to one-half year.

**Increasing women's labor force participation rates and earnings.**

Education has been proven to increase income for wage earners and increase productivity for employers, yielding benefits for the community and society.

Question No: 52 ( Marks: 5 )

Explain Franchising with reference to Public-private partnership.

Franchising: In this case government awards license to a business or not-for-profit organization to deliver a public service in which the service provider's revenue is in the form of user fees. In both franchising and contracting-out, government is the arranger and a private organization is the producer, but the two modes differ in terms of payment to the producer, in case of contracting-out, government pays franchised services. The potential providers of service were required to bid a cash value to acquire the franchising of train services in Great Britain after denationalization. The customer revenue stream flowed to the franchise holder, but there were also public subsidies to maintain services on socially desirable routes. Franchising provides a means of transferring operational responsibility

Question No: 53 (Marks: 5 )

Describe benefits of debt relief in relation to mobilizing resources.

The Benefits of Debt Relief

Debt relief options are designed to provide much needed relief to individuals or families

who are in debt. This relief can be what saves many individuals from financial and emotional turmoil. Seeking debt relief is not the only way to get out of debt, but it sometimes the only way that many individuals are able continue on with their life. To an individual or family in debt the benefits of debt relief can literally be lifesaving.

There are many benefits of debt relief that are obvious, but others may not be. One of the most obvious benefits of debt relief is that it is way out of debt. Debt relief options, such as debt consolidation programs and debt settlements, may not get you debt right away, but you will be on the right path. They offer individuals relief from having to pay their debt when they may not have the entire money do to so.

The end of collection letters and multiple phone calls from creditors or collection agencies is another one of the many benefits of debt relief. It is not uncommon to receive collection letters or phone calls from businesses trying to collect money that is owed to them. It understandable that businesses you owe money to would want to contact you, but after time these phone calls or letters could become threatening. Seeking debt relief will not make your debt disappear overnight, but it is a crucial step in getting debt paid off. When a creditor learns that you are participating in a debt relief program they are reassured that their money will be on the way; thus making collection attempts unnecessary.

One of the most important benefits of debt relief is that you are working to get your finances back on track. Many individual who experience debt do not realize the impact that an unpaid bill can have on their future. When an unpaid bill is displayed on a credit report it is often hard for that individual to obtain money through financial lenders. An unpaid bill on a credit report can have a negative impact on your future when trying to purchase a home, a vehicle, obtain a personal loan or a credit card. Participating in a debt relief program will often lessen the amount of money that you have to pay to a creditor. This lesser amount may make it easier for you to pay your overdue bills.

One of the benefits of debt relief that often goes unnoticed is what you learned from the experience. Debt is bad to have, but it is not the end of the world. In fact, debt is so common that it is likely that just about every individual will experience some sort of debt problem. Debt relief provides individuals with debt assistance. Once out of debt many individuals will keep that experience and everything that they learned about debt with them. Once an individual is free and clear of debt they very seldom return to it. The above mentioned benefits of debt relief are just a few of the many. Debt relief help

**is easy to obtain and with all of the benefits of debt relief there is no reason why you or anyone else should have to stay in debt any longer than you have to.**

**Question No: 49 ( Marks: 3 )**

**Narrate the purpose of coordination specifically with reference to HRD.**

Productivity requires coordination and cooperation among these resource or asset teams and a capability is the capacity for a team of resources to perform some task or productive activity and, “while resources are the source of a firms’ capabilities, capabilities are the main source of its competitive advantage”. Recent researchers have strengthened this view by emphasizing firm capabilities’ “as more intangible and inimitable resources, which stem from the integration of resources, which are more likely to produce a competitive advantage, because such capabilities are often rare and socially complex”

**Question No: 50 ( Marks: 3 )**

**What are those three questions which need to be answered before investing money in the Private Partnership?**

The above description of PPP emphasizes following points:

1. Sharing of responsibility between public and private sectors
2. Risk sharing between the two partners through sharing responsibilities and resources
3. Reward sharing arising from the same arrangement of responsibilities and resource sharing

**Question No: 51 (Marks: 5 )**

**Explain how educating girls and women are beneficial for women empowerment.**

Women and girls form one such group which is important because of the multiplier effect they have on the development of others through families. Women and girls have been found to influence the education and the well being of the entire family. Groups which have been deprived for a long time due to external factors are another important group for equity considerations. Similarly, unemployed youth and the poor also are important target groups - the youth, for the role they play in building the future of any nation, and the poor, for the impact they can have on the economy once they develop besides equity consideration. Development of the poor becomes a critical step for ensuring a sound economic development.

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organization is the producer, but the two modes differ in terms of payment to the producer, in case of contracting-out, government pays franchised services. The potential providers of service were required to bid a cash value to acquire the franchising of train services in Great Britain after denationalization. The customer revenue stream flowed to the franchise holder, but there were also public subsidies to maintain services on socially desirable routes. Franchising provides a means of transferring operational responsibility to the business sector, with government taking on the role of a distant public-interest regulator.

**Question No: 53 (Marks: 5 )**

**Describe benefits of debt relief in relation to mobilizing resources.**

Mobilizing resources from public, private and international sources to support the reconstruction agenda And not surprisingly when the cushion of foreign loans and debt relief was withdrawn at the end of the Afghan war, the underlying structural constraints to GDP growth began to manifest and the country entered into a protracted economic recession in the 1990s.

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**What are outside-in and inside- out competencies? (5 marks)**

**Classification of Competencies**

According to Day (1994), functional competencies of a company are classified as outside-in, inside-out and spanning capabilities (Hooley, Broderick and Moller, 1998).

**Outside-in** competencies are those skills and abilities which enable a company to understand its environment and customers and create close links between the ‘outside’ (environment) and ‘inside’ (resources endowments) of the company. These competencies create ‘market sensing’ skills or the abilities of the company to assess and foresee changes occurring in its markets.

**Inside-out** competencies are the internal capabilities of the firm and include;

1. Human resources and their management
2. Financial management
3. Cost controlling skills
4. Technological skills
5. Logistics management
6. Manufacturing process management

**Summaries of coordination integrated, adult ego state. explain with example? 5**

**Adult Ego State**

When the adult ego is in control, people behave in a thinking, rational, calculating, factual, unemotional manner. The adult gathers information, reasons things out, estimates probabilities, and makes decision with cool and calm behavior. When communicating in the

adult ego state, you avoid becoming the victim of the other person by controlling your response to the situation.

Generally, the most effective behavior, human relations, and performance come from the adult ego state. When interacting with others, you should be aware of their ego state. Are they acting like a parent, child, or adult?

Identifying their ego state will help you understand why they are behaving the way they are and help you to determine which ego state you should use during the interaction. For example, if the person is acting like an adult, you most likely should, too. If the person is acting like a child, it may be appropriate way for you to act like a parent rather than an adult. And there are times when it is appropriate for you to act out of the child ego state and have a good time.

### **Strategies should be formulated for deal poverty and unemployment 5**

Pakistan has made considerable progress in achieving macroeconomic stability in the recent years. This is

evident from a robust increase in GDP growth rate, falling inflation, decreasing fiscal deficit and debt, increase in exports, tax revenues, FDI, and foreign exchange reserves. The current government should be complimented on these achievements but there are areas of concern shown by this data in the form of decreasing remittance and more alarmingly increasing poverty and unemployment. The rising population and lack of employment opportunities create persistent unemployment problems in the country.

### **What are the ways which can we mobilize through contributors. 5**

*Mobilize capital resources.* Entrepreneurs are the organizers and coordinators of the major factors of production, such as land labor and capital. They properly mix these factors of production to create goods and service.

Capital resources, from a layman's view, refer to money. However, in economics, capital resources represent machines, buildings, and other physical productive resources.

Entrepreneurs have initiative and self-confidence in accumulating and mobilizing capital resources for new business or business expansion.

### **What are the ingredients a balanced diet (3)**

A simple change in any one of these elements is life changing the ingredients in a recipe. They're definitely going to alter what you finally experience in your body.

Remember, how you feel about things is instantly changed by a shift of sub modalities. For example, think of something that happened yesterday. Just for a moment, picture that experience. Take the image of this memory and put it behind you. Gradually push it back until its miles behind you, a tiny, dim dot far off in the darkness.

Does it feel like it happened yesterday, or a long time ago? If the memory is great, bring it back. Otherwise, leave it there! Who needs to focus on this memory? By contrast, you've had some incredibly wonderful experiences in your life.

Think of one right now, one that happened a long time ago. Recall the imagery of that experience. Bring it forward; put it in front of you. Make it big, bright, and colorful; make it three – dimensional. Step into your body as you were then and feel that experience right now as if you were there. Does it feel like it happened a long time ago, or is it something you're enjoying right now? You see, even your experience of time can be changed by changing sub modalities.

### **What is meant by open book management and why organizations use it. (3)**

#### **Open – book management**

A motivational approach in which organization's financial statements are shared with all employees

While larger organizations have difficulty transitioning to a full democracy, many smaller companies have embraced a systemic approach called 'open book management'" (Caimano, 2004).

In the nutshell, the organizational democracy principles can be summarized as follows:

- Participative management practices
- Increased 'voice' of employees
- Focus on change

### **Identify whether team is formal or informal. Describe the different types of Team (5)**

Formal groups are work groups established by the organization that have designated work assignments and specific tasks. In formal groups, appropriate behaviors are established by and directed toward organizational goals.

In contrast, informal groups are social. These groups occur naturally in the workplace in response to the need for social contact. Informal groups tend to form around friendships and common interests.

#### **TYPES OF TEAMS**

Although there are many ways to categorize teams, we will look at teams in terms of four characteristics: purpose, duration, membership and, structure.

##### **Functional Team**

A type of work team composed of a manager and his or her subordinates from a particular functional area.

##### **Self-Managed Team**

A type of work team that operates without a manager and is responsible for a complete work process or segment

##### **Virtual Team**

A type of work team that uses computer technology to link physically dispersed members in order to achieve a common goal.

##### **Cross-Functional Team**

A type of work team that's a hybrid grouping of individuals who are experts in various specialties and who work together on various tasks

### **What is kinesthetic sub modality, give at least three common expression based on it (5)**

For example, if you tend to focus upon you visual modalities, the amount of enjoyment you can get from a particular memory is probably a direct consequence of the sub modalities of size, color, brightness, distance, and amount of movement in the visual image you've made of it. If you represent it to yourself with auditory sub modalities, then how you feel depends on the volume, tempo, pitch, tonality, and other such factors you attach to it. For example, in order for some people to feel motivated, they have to tune in a certain channel first if their favorite channel is visual, then focusing on the visual elements of the situation gives them more emotional intensity about it. For other people it's auditory or kinesthetic channels. And for some, the best strategy works like a combination lock. First the visual lock has to be

aligned, then the auditory, then the kinesthetic. All three dials have to be lined up in the right place and the right order for the vault to open.

**Explain the difference between job enrichment and job enlargement by giving at least one example (5)**

**Job enlargement:** The horizontal expansion of a job by increasing job scope.

**Job enrichment:** The vertical expansion of a job by adding planning and evaluating responsibilities

**What is corruption and how it affects HRD?**

Corruption is a barrier to efficient HRD

### **RECOMMENDED FUTURE DIRECTION**

The future course of direction for Pakistan economy needs to involve the following measures:

- to document and assess the large informal economy present in the country
- to invest aggressively in improving social indicators and human development indicators
- to pursue continuity in the economic policies regardless of the ever changing political and governmental personnel
- to aggressively pursue population growth rate control programs
- to curb corruption and lethargic attitude and performance of the public sector
- to promote and facilitate the exports of value added products and to control the inflow of luxury imports by focusing more on importing primary inputs
- the key to ensuring Pakistan's future macroeconomic stability lies in strengthening the poorly functioning institutions and in controlling lawlessness and corruption
- good governance seems the only way forward for putting Pakistan on path of a respectable economic future

### **Private- public partnership:**

Public-private partnership (PPP) is a system in which a government service or private business venture is funded and operated through a partnership of government and one or more private sector (Ferlie *et al.*, 2005).

PPP is also defined as a contractual agreement formed between public and private sector partners, which allows more private sector participation than is traditional. The agreement usually involves a government agency contracting with a private company to renovate, construct, operate, maintain, and/or manage a facility or system while the public sector usually retains ownership in the facility or system, the private sector will be given additional decision rights in determining how the project or task will be completed.

The above description of PPP emphasizes following points:

1. Sharing of responsibility between public and private sectors
2. Risk sharing between the two partners through sharing responsibilities and resources
3. Reward sharing arising from the same arrangement of responsibilities and resource sharing.

Typically, a private sector consortium forms a special company called a "special purpose vehicle" (SPV) to build and maintain the asset. The consortium is usually made up of a building contractor, a maintenance company and a bank lender. It is the SPV that signs the contract with the government and with subcontractors to build the facility and then maintain it. A typical PPP example would be a hospital building financed and constructed by a private

developer and then leased to the hospital authority. The private developer then acts as landlord, providing housekeeping and other non medical services while the hospital itself provides medical services

### **What are the issues that affect the human resources?**

Including environmental issues, the changing role of women, the new information culture and demands for liberalization and democracy, are influencing policy and practice, policy makers, planners, decision makers, sectoral planners and government managers have to contend Ethical issues concern what is right and what is wrong.

Slowly and gradually issues like poverty, income inequality have been absorbed in the society with little or no political resistance. Political equality has been somewhat achieved in equal rights and the universal vote (at least in the developed countries) while economic equality has been given up, even in these advanced societies, as it not possible without incurring prohibitive costs. Can we imagine a society where everyone has the same economic power? The answer to this question seems to be no as it's understood that real economies are comprised of different classes of people with uneven economic power, in contrast to political power, which is more or less equal as one man has only one vote, whatever his/her economic resources may be. Society has an upper, middle and lower class in terms of income and prosperity, though each person within these classes has the same political power of one vote. Laclau noted earlier that, "power which is equally distributed among all members of the community is no power at all" (Marchart, 2003), one can infer that the control and acquisition of economic resources is power as it is not equally distributed across any society in the world.

### **Question No: 49 ( Marks: 3 )**

**Narrate the purpose of coordination specifically with reference to HRD.**

#### **Socio Cultural Factors in Implementing HRD Programs**

Consider the following factors carefully before implementing an HRD program or policy:

- 
- Begin with a study of the socio cultural context
- 
- Introduce programs in terms of needs of people
- 
- Combine new with the old
- 
- Respect indigenous knowledge systems
- 
- Use influential village leaders
- 
- Study previous experience with HRD programs in the region
-

Consult the people involved

- 

Communicate development messages in forms that make an impact

- 

Ensure that development workers has the required set of skills and qualities

- 

Use local community organizations

- 

Plan the change step by step, thoroughly and carefully

- 

Anticipate the consequences of change and innovation

- 

Exercise more patience in programs requiring behavioral changes

- 

Ensure that new facilities remain in use (pg 155)

**Question No: 50 ( Marks: 3 )**

**What are those three questions which need to be answered before investing money in the Private Partnership?**

For any country to achieve such levels of GDP investments in PPPs, the following questions arise:

i. Who is going to pay for the PPP projects?

ii. How revenues will increase in sectors by bringing in projects which users will be happy to pay for?

iii. Whether the investments are going to be politically robust and sustainable?

However, when it comes to the power, water and sanitation, and transport sectors the capacity

and ability for the users to pay for these services and the political tolerance for charging prices

that are close to cost recovery becomes a real concern.

If the user capacity to pay and the political tolerance is not there then the question becomes how

you structure government support in an efficient manner to address these concerns?

Therefore, one has to be realistic about the risks that have to be shared in developing PPPs and

the ability of the users and the government to support revenue streams that underlie these projects and attract a sustainable level of private sector financing. This has to be operationalised in the Pakistani context to make PPPs work here.

**(pg no 135)**

This form of PPP occurs where governments use their resources, mainly legal and financial, to spur economic activity. For example, the use of subsidies to stimulate a particular sector of economy like Agriculture is a form of public leverage where the need for government itself to develop and manage the services is avoided.

Public-Private Partnerships (PPPs) combine the resources of government with those of private agents (businesses or not-for-profit bodies) in order to deliver societal goals (oxford handbook).

**(pg 130)**

**Question No: 51 ( Marks: 5 )**

**Explain how educating girls and women is beneficial for women empowerment.**

**Empowerment:**

The expansion of men and women's capabilities and choices increases their ability to exercise those choices free of hunger, want and deprivation. It also increases their opportunity to participate in, or endorse, decision-making affecting their lives. Let us be a little bit honest to diagnose the illness by taking into consideration all the aspects and aspirations in changed scenario, circumstances and atmosphere. Only then we could have a perfect planning to achieve our cherished aim that is empowerment of women and could be able to restore their property and other rights in order to bring her at par with other human beings.

•

The political empowerment is a must for the all round development of the women our efforts may prove futile.

•

We must concentrate on imparting social education before giving any concrete shape to their political empowerment to the women.

- 

Without academic and social education, the political empowerment of women in certain parts of the country had proved futile.

- 

The uneducated women are subjected to exploitation at the hands of government machinery.

- 

It will not be prudent on our part to restore the rights of the women belonging to the affluent section of the society only.

- 

Our efforts should be directed towards all round development of each and every section of women by giving their due share.

- 

It is a must to maintain and protect chastity, dignity and modesty of women.

- 

It is the need of the hour to give due share to each and every section of the women.

- 

Without removing social stigma, no progress or development could be achieved.

- 

Educating women can help in providing them justice.

- 

Indifferent attitude towards women can change with female education.

- 

Education and other facilities for women help in proper and healthy growth/development.

- 

Preferential treatment may be abolished with increased level of education.

- 

Women suppression and unfair practices can come to an end.

-

We must try to treat our female child as par our female child as par with our male ones and thenceforth restore equality amongst them.

- 

No restoration of property right would be meaningful without making her mentally strong.

- 

We must allow them to think breathe and act independently and bring her out of the shackles of slavery.

- 

Do not impose the filthy rites, rituals and superstition.

- 

Don't treat women your slave or servant who has come to this world just to cook your food, wash your dirty clothes, and fulfill your other needs.

- 

Please mind it that they are your mothers, sisters, wife (Life partners).

- 

If we able to mend our ways, the restoration of their property rights to them would be meaningful.

(pg no123)

**Question No: 52 ( Marks: 5 )**

**Explain Franchising with reference to Public-private partnership.**

**Franchising:**

In this case government awards license to a business or not-for-profit organization to deliver a public service in which the service provider's revenue is in the form of user fees. In both franchising and contracting-out, government is the arranger and a private organization is the producer, but the two modes differ in terms of payment to the producer, in case of contracting-out, government pays franchised services. The potential providers of service were required to bid a cash value to acquire the franchising of train services in Great Britain after denationalization.

The customer revenue stream flowed to the franchise holder, but there were also public subsidies to maintain services on socially desirable routes. Franchising provides a means of transferring operational responsibility to the business sector, with government taking on the role of a distant public-interest regulator.

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**Question No: 53 ( Marks: 5 )**

**Describe benefits of debt relief in relation to mobilizing resources.**

HRD should be treated as an integrated concept. It deals with the development of all people and is not limited to any one section or sector. It is important and equally critical for all sectors wherever people are involved and are required to make things happen. It is needed for all groups, but particularly the underprivileged; it is needed for the unemployed, underemployed, the employed and the self-employed; it is needed by the politicians, bureaucrats and intellectuals to play their roles better and more effectively; it is needed for running the governments effectively, for improving the effectiveness of various agencies and their services; it is needed for NGOs to be effective and play a strategic role; it is needed for mobilizing resources, community participation and involvement; it is needed for ensuring economic, scientific and technological development of nations; it is needed to ensure that people leave a healthy place of living for future generations.

As discussed earlier in this hand-out, HRD encompasses two major undertakings; the inculcation of competencies and capabilities in individuals, groups and communities and, creation of conditions through various mechanisms to help them apply these acquired competencies and capabilities, the first part of this course therefore, deal with understanding of human beings as

individuals and, the second part revolves around different interventions, policies and programs required to create optimal conditions so that the benefits of HRD become far-reaching and long-lasting for the whole community.

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### **List down the desired impacts of PPPs?**

#### **The Desired Outcomes of PPPs**

As mentioned earlier, PPPs do not emerge as a matter of whim or fancy and at particular moments they seem to offer solutions to public policy issues. Therefore, it is imperative to understand the overall benefits or outcomes attained through proper utilization of the concept.

Some of these broad beneficial outcomes are briefly described below:

#### **1. Cost Impact:**

Contracting-out, as studied in the American, British and Australian contexts, confirms 20, 30, and 40 percent cost reductions when compared with previous in-house provision. These reductions arise from the following specific outcomes of contracting-out:

- a.**  
Reduction in staffing
- b.**  
Improved employment conditions
- c.**  
Reduction in administrative overheads
- d.**  
New management practices and regimes

#### **2. Innovation Impact**

The evidence on PPP as a stimulus to innovation is mixed. But there are studies on schools and prisons where PFI schemes identified innovative solutions in relation to construction and the control and monitoring of prisoner movements.

#### **3. Impact on Quality:**

The impact of PPPs on service quality is much more difficult to monitor and there is a paucity of research studies measuring the quality impact of

PPPs. However, some conclusions can be drawn:

**a.**

Problems of information asymmetry, limited government capacity and regulatory capture can lead to quality shading

**b.**

The use of contracting-out, franchising, and joint ventures reduces the vertical integration of a service as organizational matters and issues are placed under different management structures

#### **4. The Public Governance Impact of PPPs, Hybridity:**

In the strictest sense of organization theory, a hybrid structure is the one that combines characteristics of various approaches like functional, divisional, geographical, or horizontal structures to take advantage of the strengths of various structures and to avoid some of the weaknesses (Daft, 2001). In the context of PPPs, business models are imported into the public sphere and the new organizational forms that emerge are hybrids – organizational arrangements that use resources/and or governance structures from more than one existing organizations. It is frequently easier to define hybrids by exclusion (not government, not private sector) than by inclusion.

**5.**

Stronger working relations between the partners building long-term trust and mutual cooperation

**6.**

Faster delivery of services due to the involvement of private sector and its way of working.

**7.**

Reductions of financial constraints as private funds are made available to be used in delivering services to the public.

**8.**

Integration, in terms of design, construction, maintenance and operation between the partners

**9.**

Greater choice available to either design or build (DB), design/build/operate/maintain (DBOM), design/finance/operate/maintain (DFOM). These choices increase the options available to the partners to choose, as per their own strengths and expertise.

**10.**

Increased sense of competition due to the involvement of private sector

**11.**

Risk sharing and better risk management for the partners because the responsibilities, resources and rewards are also shared.