

**PUBLIC ADMINISTRATION**

Time Allowed: 3 Hrs.

Max. Marks: 250

**Instructions to Candidate**

73 1/2

- 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.

→ your understanding is fine, just need better articulation, in terms of structure, writing better intro & conclusion, Also cut down on unnecessary info & put the space to use for analysis.

1. Invigilator's Signature \_\_\_\_\_

2. Invigilator's Signature \_\_\_\_\_

Name PIYUSH GATHALA

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

Date \_\_\_\_\_

Signature \_\_\_\_\_

(0801)

## REMARKS

GS SCORE

43/12

ADAMANT H2000

06/12/2000

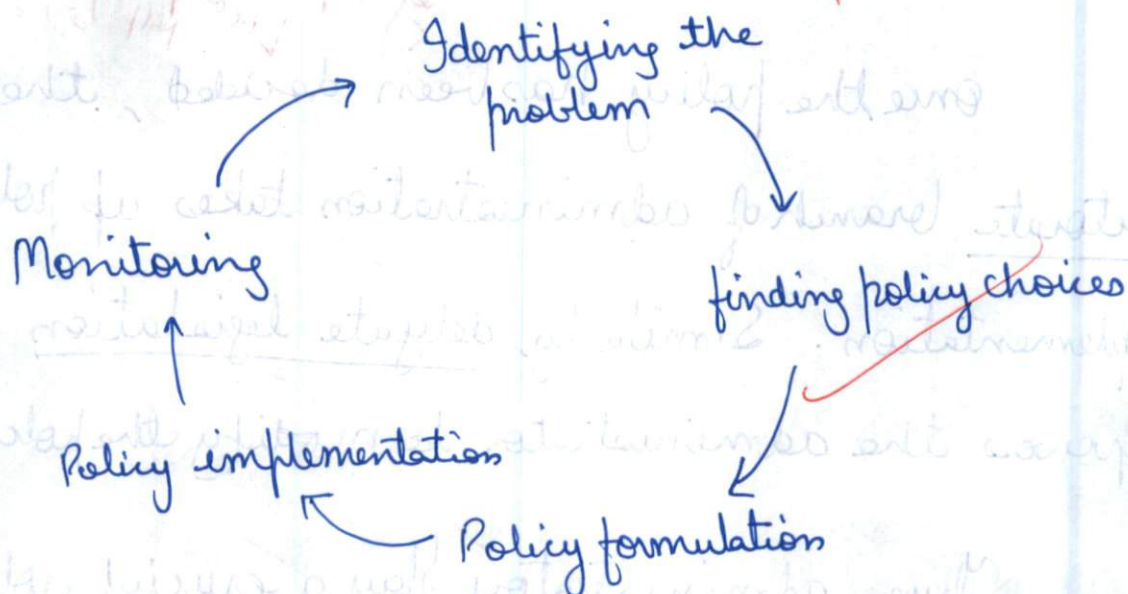
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1. The activities of public administrators at various stages of the policy process illustrate the difficulty of divorcing politics from administration. Analyse. (150 Words) (10)

While founder of Public Administration, Woodrow Wilson argued for politics-administration dichotomy; Public policy has proved to be twilight zone between the two (Nicholas Henry).

### Public Policy Process Cycle



Public administrators play a crucial role in this process throughout the cycle. As the field agency of the government, administration has

Remarks



first hand understanding of problems that need a policy choice.

point members about admin focus on politics missing.

Further, the secretariat is manned by administrators, who analyse various policy alternatives.

The secretariat facilitates political decision making by the minister and the cabinet.

of implement Local pol bureau Refs MILB etc

Once the policy has been decided, the directorate branch of administration takes up policy implementation. Similarly, delegate legislation empowers the administrator to modify the policies.

Thus, administrators play a crucial role in policy making and divorcing administration and politics is not practical in policy process.

(3)



2. POSDCORB is arbitrary, abstract and misses the real substance of administration. Analyse with practical administrative examples. (150 Words) (10)

Gulick and Urwick in their Papers on Science of Administration (1937) conceptualised POSDCORB as the scope of functions of an administrator.

POSDCORB means -

- i) Planning - Vision and Goal defining
- ii) Organising - Resources mobilisation
- iii) Staffing - Right Person at Right Position
- iv) Directing - Leading from front
- v) Co-ordinating
- vi) Reporting - Improvements
- vii) Budgeting - financial decisions

This whole would qualify as in the, can cut down here & put more words in analysed - JMF examples etc

31/2

This is a universalist approach to administration which likens public and private sectors. This approach is ridden with many limitations

Remarks



### i) Arbitrariness -

→ While Planning and directing are included, the process of implementation is missing. The administration includes Central Services like Indian Postal department with technical role of actual transmission of posts.

The criteria for excluding implementation is not mentioned.

### ii) Abstraction -

There is little emphasis on allocation of business, who does what among POSDCORB. It appears like a mere theoretical context ignoring actual functioning of government.

Further, the social responsibility, policy values like Rule of law and transparency do not find mention. Thus, POSDCORB approach is prone to misinterpreting actual functions of administration.

Remarks



3. During the stage of orthodoxy, the 'public aspect' of public administration was virtually lost. Explain. (150 Words) (10)

According to Nicholas Henry, the period of 1927 to 1937 is considered the period of orthodoxy. This period emphasised on similarity of management in public and private sector.

Intro should capture the essence of question

### Features of Period of Orthodoxy

- i) Contribution by LD White, Gulick and Urlick, Fayol
- ii) Emphasised universality of administration
- iii) Structuralist theorisation
- iv) Harvard Objective science like principles
- v) Emphasis on efficiency
- vi) Inspired by Taylorism and Industrial Revolution

need to involve "public" aspect here!

As a result, the 'public' aspect of public administration was lost due to -



- i) Ignorance of human values in administration,
- ii) Politics - administration dichotomy
- iii) Instrumentality of administration
- iv) Alienness or Iron cage of bureaucracy

This proved anti-thetical to core functions of administration in a democratic country i.e. Public responsibility.

During 1940s, Robert Dahl challenged the "Science of administration" by outlining impossibility of excluding human and normative values from the administration. Further, by Minnowbrook Conference, 1968, a new Public Administration, deeply founded in values was originated.

Besty  
Conclusion  
needed

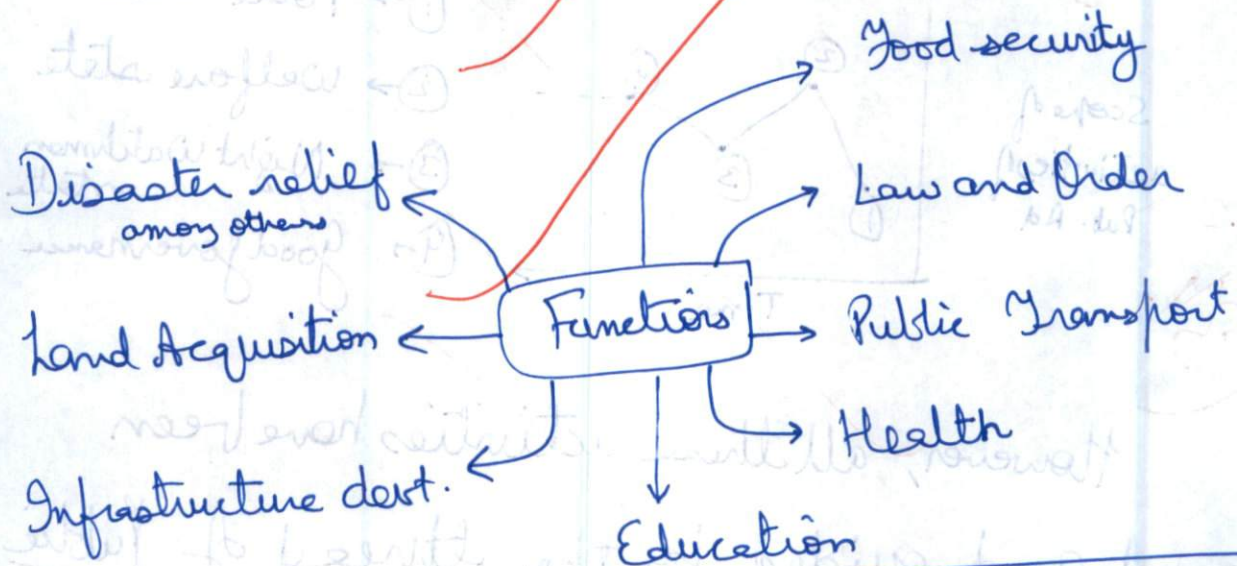
Remarks



4. Public Administration is a heterogeneous mass of activities and operations. Comment. (150 Words) (10)

Looking at functions of a district collector in a district, one can argue that public administration deals with multifarious heterogeneous activities.

### Functions of an administrator

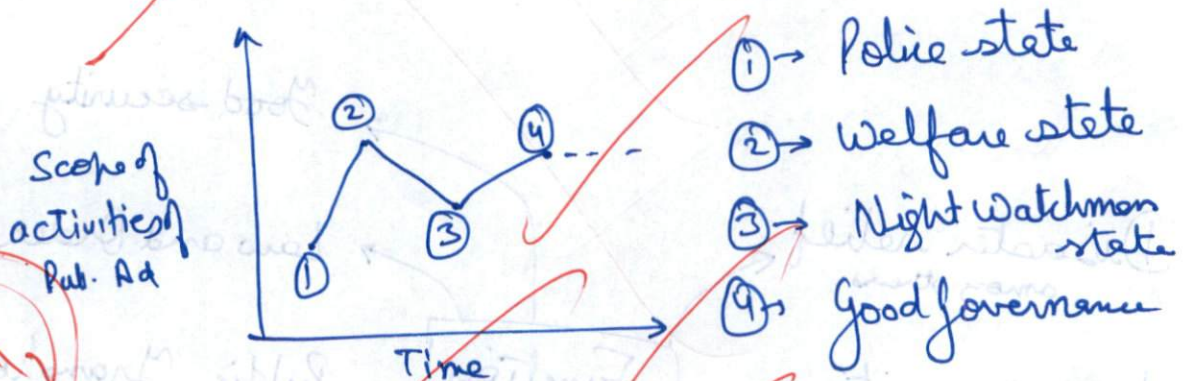


Further, each of these activities requires a balance of POSDCORB activities and adaptation to different tiers of government.

Remarks



Dwight Waldo has argued that scope of activities of Public administration is <sup>Good</sup> ever changing and to confine it to some fixed definition would lead to mental paralysis. Thus, activities of administrator have changed temporally as well.



However, all these activities have been bound and guided by the thread of Public demand and ecological context of administration.

*Good  
Better  
Conclusion  
needed  
in term of  
ever changing nature  
set of activities etc*

Remarks



5. In the Science of Administration whether public or private the basic good is 'efficiency'.  
Comment. (150 Words) (10)

Science of administration is objective approach at the discipline with emphasis on developing efficient system for organisations.

↑ the true essence of capture service of quality

Public as well as Private organisations

Henry Fayol stated that management is a skill for both public and private sector. Same opinion was voiced by Gulick and Lurick. Fayol sought to develop universal principles for efficient administration based on his experience at the French mining company.

The goal of efficiency

wood.

Since, private sector organisations survive as long as they are profitable, they put

Remarks



emphasis on economic efficiency.

Taylorism reflects the efficiency concerns of early classical thinkers. Neo-Taylorism through NPM shows revival of adopting efficiency concerns in the administration. Downsizing, flattening of hierarchy, Performance indicators are the criteria for reforms.

There are just isolated points of Taylorism we have them into an answer

By 1940s, Robert Dahl and Simon (21/2) emphasised necessity of including behavioural aspects and showed limitations of Science of Administration. The science of administration addressed the gaping concerns of inefficiency and inculcated professionalism and predictability. It is upon this foundation, that humanistic developments could further improve the administration.

Remarks



6. Wilson suffers from serious contradiction, but his ideas strengthened the ideological and theoretical base for administrative reforms in the 19th century of America. Critically analyse. (150 Words) (10)

Wilson wrote "The study of Public Administration" in 1887 arguing for a separate discipline of administration and reforms in its profession.

### Wilson's Ideas

- i) Dichotomy between Politics - Administration
- ii) Developing Science of Administration is needed
- iii) Adopt Business like processes
- iv) Studying Administration by Comparative and historical cultures,
- v) Independent Discipline of Public Administration
- vi) Public opinion as policy guide but not as interference in implementation
- vii) Ending spoils system of appointments.

There are just pointers on Wilson, core is Wilson's critique

focus on that

They look more like notes

Better analysis needed

21/2



## Reforms in American Administration

i) Merit based recruitment of civil servants

ii) Independent and unpolitical administration

iii) Inspiration from Prussian administration.

These reforms were made possible by the Wilsonian arguments about the need for separate discipline. Although Wilson wavered in his definition of Politics - administration dichotomy and failed to offer alternative or solutions to problems he raised; According to Nicholas Henry he initiated a sustained dialogue on Public Administration. Thus, his work acted as the theoretical base for reforms in American Public Administration.



7. What are social media and its types? How could it transform the governance? Explain in the light of social media guidelines given by the Department of Electronics and Information Technology. (150 Words) (10)

Social media is a means of decentralised generation of media content and widespread access to it. Internet has enabled this new form of media.

Better definition & types needed.

Types of social media

- Social Networking sites
- Youtube and content creation sites
- Web-based media with decentralised authors eg. Janta Ka report, Youth Ki Awaaz

### Role of social media in Governance

As reflected by Department of Electronics and Information in its guidelines, used correctly and constructively, Social media can -

- i) Enable social accountability and audit

Remarks



iii) Provide people with information on governance procedures and rules.

Eg. RTI anonymus and MKSS social media pages offer help to citizens

ii) Enable public feedback and participation through Surveys.

Eg. Swachh Bharat Abhiyan survey,  
Twitter Polls.

iv) Improve policy suggestion inputs for reforms  
eg. mygov.in

points are fine, head more substance

Thus, social media offers a possible transformation of governance by making it more transparent, accountable and democratic.

Remarks

4:31



8. The major thrust of the New Public Administration is on enhancing the role and capacity of the public administration system to meet the challenges of social change and to direct it too. Explain. (150 Words) (10)

✓ focus this aspect

New Public Administration as originated at Minnowbrook Conference in 1968 promised a socially responsive administration.

Enhancing administration's role in social change

a) NPA outlined the following changes from past as per Frank Marini -

i) Increased Social Relevance

ii) Values based administration

iii) Change orientation - Within and in society

iv) Equity as the goal of administration

b) NPA argued for cut-back management of administration in opposition to Parkinson's Law for Weberian Bureaucracy,

Remarks



iii) George Fredrickson asserted that NPA must protect the rights of minorities. He said, the administration which did not protect rights of citizens was likely to be used to exploit them. Thus, NPA was to be proactive forward looking administration.

### Capacity building for NPA

- i) Training in values of equity, social needs
- ii) Opposed Hierarchical control and Instrumentality → arguing for initiative by civil servants
- iii) Anti-Positivist civil service (Golembiewski) → No one best way, autonomy and regional knowledge to civil servant.

not needed

Better order & addressal of core

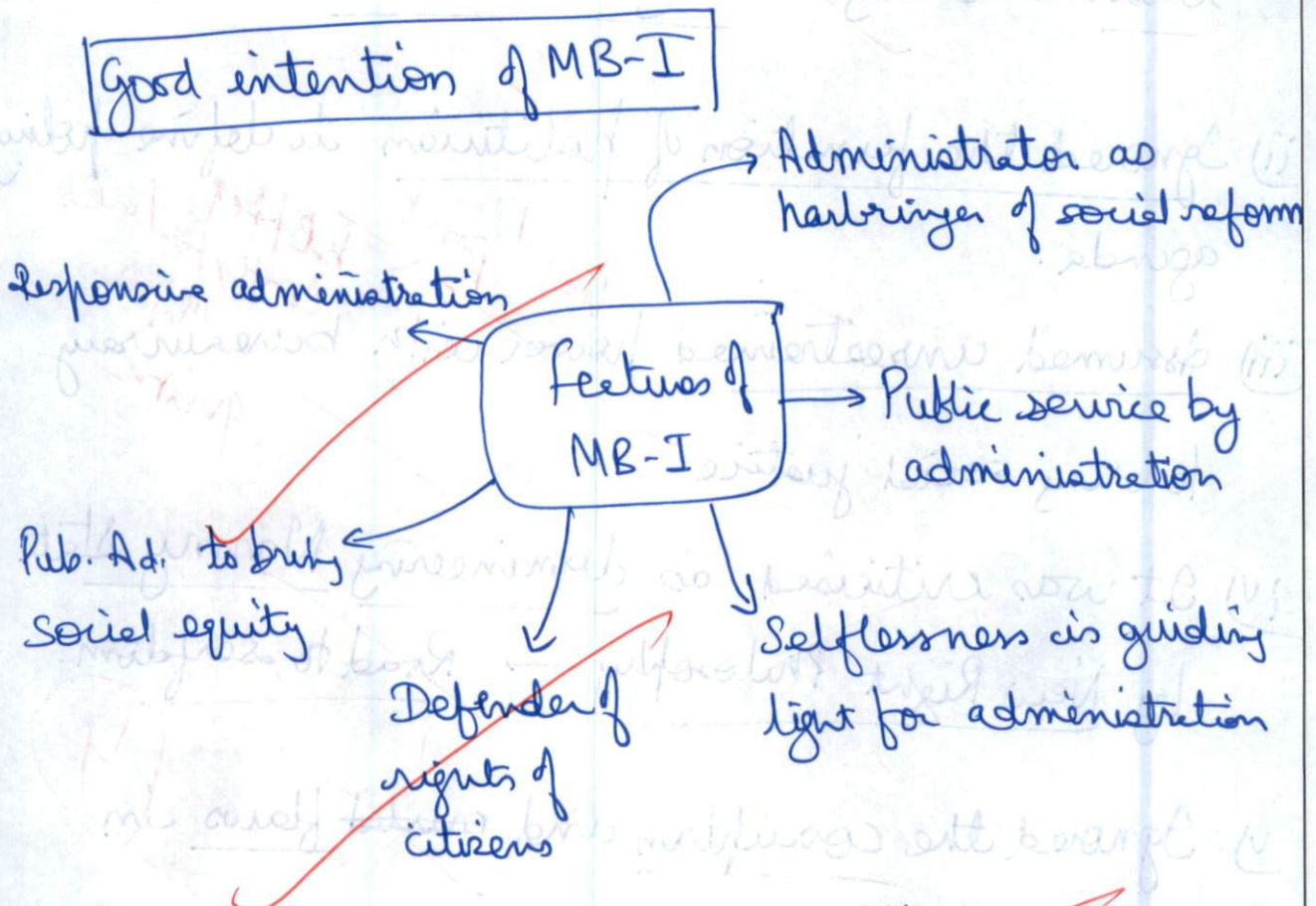
demerit needed

Thus, NPA aimed to bring a social change by enabling an administrator to lead it from the front.



9. Looking back, it seems that Minnowbrook-I represented a well-intentioned but over-ambitious optimism. Explain. (150 Words) (10)

Minnowbrook-I hoped to revolutionise public administration but its ambition proved less effective than it had aspired for.



These promises of NPA, a new public administration sought to create a system of administration as empowering the citizen, supporting the democracy.

Remarks



## Limitations of NPA

- i) Built upon the structure of welfare state → expanded its duties → created legitimisation crisis according to Jürgen Habermas.
- ii) Ignored the function of politician to define policy agenda.
- iii) Assumed unrestrained power with bureaucracy to bring social justice.   
 *Wood point* *better contextualise a pe question*
- iv) It was criticised as domineering Nanny State by New Right Philosophy → Road to serfdom.
- v) Ignored the corruption and flaws in design of bureaucracy.   
 *4*

Thus, by 1980s Reinvention of Government as well as rise of Thatcherism and Reaganism led to cutting down of role of state and shattering of NPA.

Remarks

4:54  
4:49



10. Public Value Management (PVM) constitutes a new paradigm in public service provision that is both 'post-bureaucratic' and 'post-competitive'. Explain. (150 Words) (10)

New Public Service argued that government should be run like a service, not business. While merits of NPM like PPP and performance incentives are recognised, this gave birth to a new paradigm of Public Value Management.

### Features of Public Value Management.

i) Post-bureaucratic - Democratising the ability to have information (RTI) and demand services (Right to services act).

→ There is flattening of hierarchy and lateral entry

ii) Post-competitive - Recognising the limitations of market (eg. 2008 financial crisis), the

Remarks



PVM Philosophy emphasises role of government  
in setting standards (Sevottem) as well as  
collective service delivery (CoWin platform for  
vaccines).

As noted by Patrick Dunleavy - New Public  
Management is dead, long live digital era governance  
 Technology has enabled the state to efficiently  
 serve the people. Recent rise of Direct  
Benefit Transfer for welfare through JAMtrinity  
 is an evidence of PVM in practice.

Better  
 Continuum  
 needed.  
 up to term of PVM)

Isolated set of  
 points on  
 better linking needed

3

Remarks

4:56



11. The experience of globalisation and liberalisation made us feel that there is a need to bring back a strong state. Justify your views. (200 Words) (15)

In 1992, India ventured into the economic reforms of liberalisation, privatisation and globalisation.

### Experience of globalisation and Liberalisation

- i) Rise of Multi-National Corporations eg. Amazon
- ii) Increased mobility of people eg. H1B visas
- iii) Global integration of supply chain eg. Chip manufacturing
- iv) Rising inequality eg. 1% own 74% of global wealth (Oxfam)
- v) Increased social divisions eg. identity politics in USA
- vi) Inability of WTO and WHO in delivering global governance eg. Handling of Covid-19 pandemic.
- vii) Growing protectionism in USA eg. MFN status of India revoked.

Isolated points, there are five link them with context of question

Remarks



viii) Regulatory Capture, in words of Joseph

Stiglitz of government institution by corporate.

Eg. Refusal to ~~for~~ give IPR waiver for vaccine for Covid-19.

ix) Rising social tensions and apprehensions against market eg. Farm bill protests in India.

Thus, the promise of Washington consensus and aid conditionalities of WB and IMF has proved inadequate.

There is a need for a state that is,

i) Technology savvy,

ii) Financially strong,

iii) Protects constitutional values,

iv) Upholds social justice,

v) Checks corporate ill-practices like tax evasion.



This model of state has to be a strong state although it need not be a ~~large~~ state like failed Welfare state model. *Good*

Minimum Government, Maximum Governance is the desired way forward. Government is needed to uphold Rule of law, However -

i) There should be network of agencies

ii) Identification of government services e.g. SRM

(b) iii) Co-operation of civil society e.g. Community Policing

iv) Dashboard monitoring of programs e.g. Electrification of villages under DDUGJY monitored by map.

v) Transparent regulation by use of blockchain

Such a state would uphold rights of citizen against profit centric tendencies of global companies and thus strongly defend the constitution.



12. The role of Civil Society in the governance and development of a country cannot be overstated. Critically analyse. (200 Words) (15)

Civil Society is the organised part of society that exists outside the market and state.

### Forms of civil society

- i) NGOs
- ii) Religious congregations
- iii) Interest groups
- iv) Pressure groups

These play a crucial role in development and governance as follows -

i) Policy is driven by public opinion and pulled and pushed by civil society  
eg. Disjointed incrementalism model

ii) Civil society mobilises democratic public opinion

iii) Stabilises political transitions through elections

Remarks



iv) Augments state capacity.

a) Akshaya Patra provides mid day meal

b) Bachpan Bachao Andolan protects children against trafficking

Thus, law and order as well as development is enabled by civil society

v) Jocqueville argues that civil society improves election participation and sustenance of democracy.

vi) Civil society protects the marginalised and underrepresented

a) Loomba foundation for widows and elderly

vii) It empowers citizens to effectively enjoy their rights  
eg. RTI anonymous, Association for Democratic reforms.

Thus, civil society can play a critical role in development of a country.

However, recently NSA Ajit Doval raised



concerns that civil society can be used by misinformation for fourth generation warfare.

Eg. Nuclear energy program opposition,  
destruction of public property during protests.

IB has reported that stalled projects due to NCD and public activism cost at least 2% of GDP growth every year.

Consequently recognising productive role of administration — Civil Society cooperation, there is a need for both the uphold the Rule of Law. Such a system would be able to harness the Civil society as harbinger of development in country.

More emphasis on critical appraisal needed.

5



13. The public Choice Approach (PCA) is not a controversy between state and market, rather it is an answer to the question that how could the state be made democratic and friendly to citizens. Explain. (200 Words) (15)

Public Choice Approach is the philosophy that emphasises on need to give choices to public for efficient service delivery.

### Public Choice Approach on State

- i) It argues that state is manned by bureaucrats and politicians.
  - ii) Each individual takes decisions in own interest - Methodological individualism
  - iii) Individuals are utility maximisers - self driven
  - iv) State thus does not function as instrument but works to serve interests of its members i.e. Politician and Bureaucrat.
- This approach, as a result,

Remarks



appears critical of the state. However, that is an incomplete picture.

Virginia School of Public Choice recognised -

i) Individual may require state to protect his/her rights

ii) Rationality of Individual is bounded

Thus, state should regulate, so as to ensure constitutional economics.

As a result, PCA visualises role of state as follows-

i) To provide level playing field to all,

ii) Enable competition in market,

iii) Establish standards for services eg. Bureau of Energy Efficiency, BSI

→ Enable citizens in making educated decisions. Eg. Star ratings

That note on PCA, better context in setting in terms of how

PCA gets me best for both state & budget



- iv) Provide Consumer literacy Eg. Jaago Grahak Jaago
- v) Establish MoUs with agencies eg. Ministries, Navratna
- Also lay emphasis on how PCA works. It gives democratic freedom.
- Thus, the state is not seen as inferior to market. But the role of state is limited to defining the policy goals for administration and market. While implementation is left to market competition. Such a system empowers the citizen as he/she no longer has to rely on monopolistic service provider but can threaten and opt out of poor quality services. Thus, citizen friendly and democratic service delivery is the goal of Public Choice Approach.



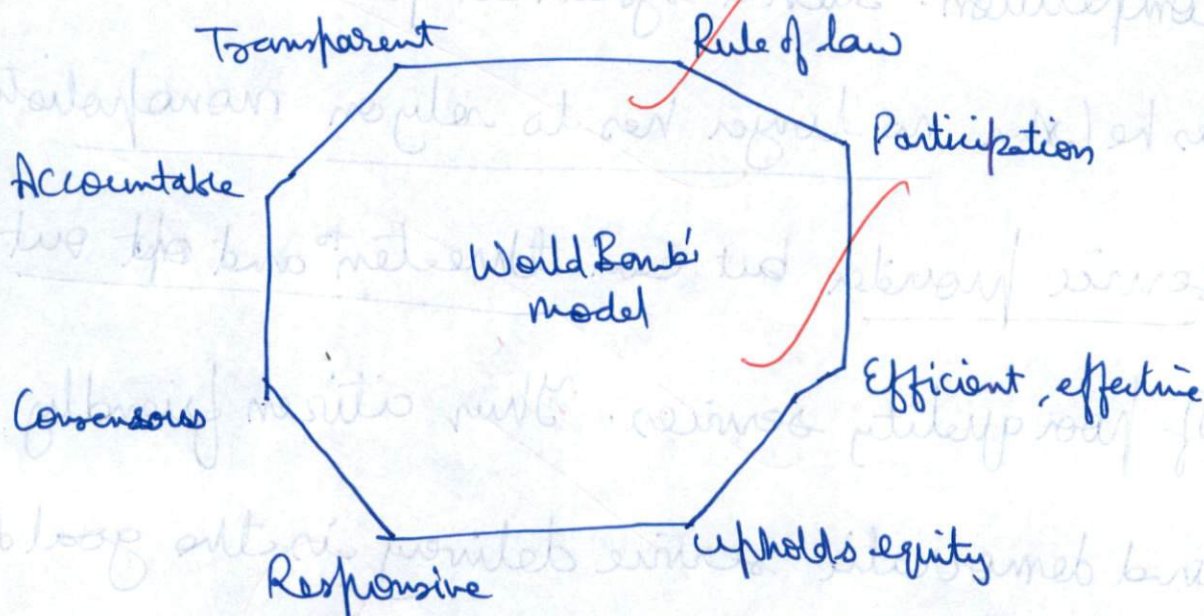
14. Instead of arguing for the perfect design of Good Governance the conceptualization of Good-enough Governance seeks to provide a contextual interpretation of public administration which is far more realistic. Analyse. (200 Words) (15)

Good-enough Governance is guided by <sup>Qualify?</sup> Simon's notion of bounded rationality. Thus,

in practical life, a perfect implementation of good Governance is often replaced by good-enough governance.

Better  
intro needed  
in terms of  
capturing the  
essence of  
question

Features of Good  
Governance



This system visualises an administration

Remarks



that may not be found in reality due to -

- i) limited capacity of Bureaucracy eg. Poverty elimination
- ii) Social context of Government eg. Tribal regions
- iii) Political unpopularity of policies eg. Farm Bills
- iv) Lack of Consensus eg. Army reforms

Thus, good governance is not a successful agenda for a government.

• Atul Kohli argued → shell of democracy →

Good governance is immune to public pressures →

*Unclear* procedural democracy only.

Instead of such a model, good-enough

governance allows for Comparative Public

Administrations Prismatic features to gradually



evolve into a proficient administration.

This approach thus is

i) Ecological

ii) Democratic

iii) Participative

iv) Responsive — More than the W.B.'s emphasis on one size fit all "responsiveness".

Good enough Governance is a pragmatic and realistic interpretation of reforms in Public Administration, thus it offers greater hope for practical success.

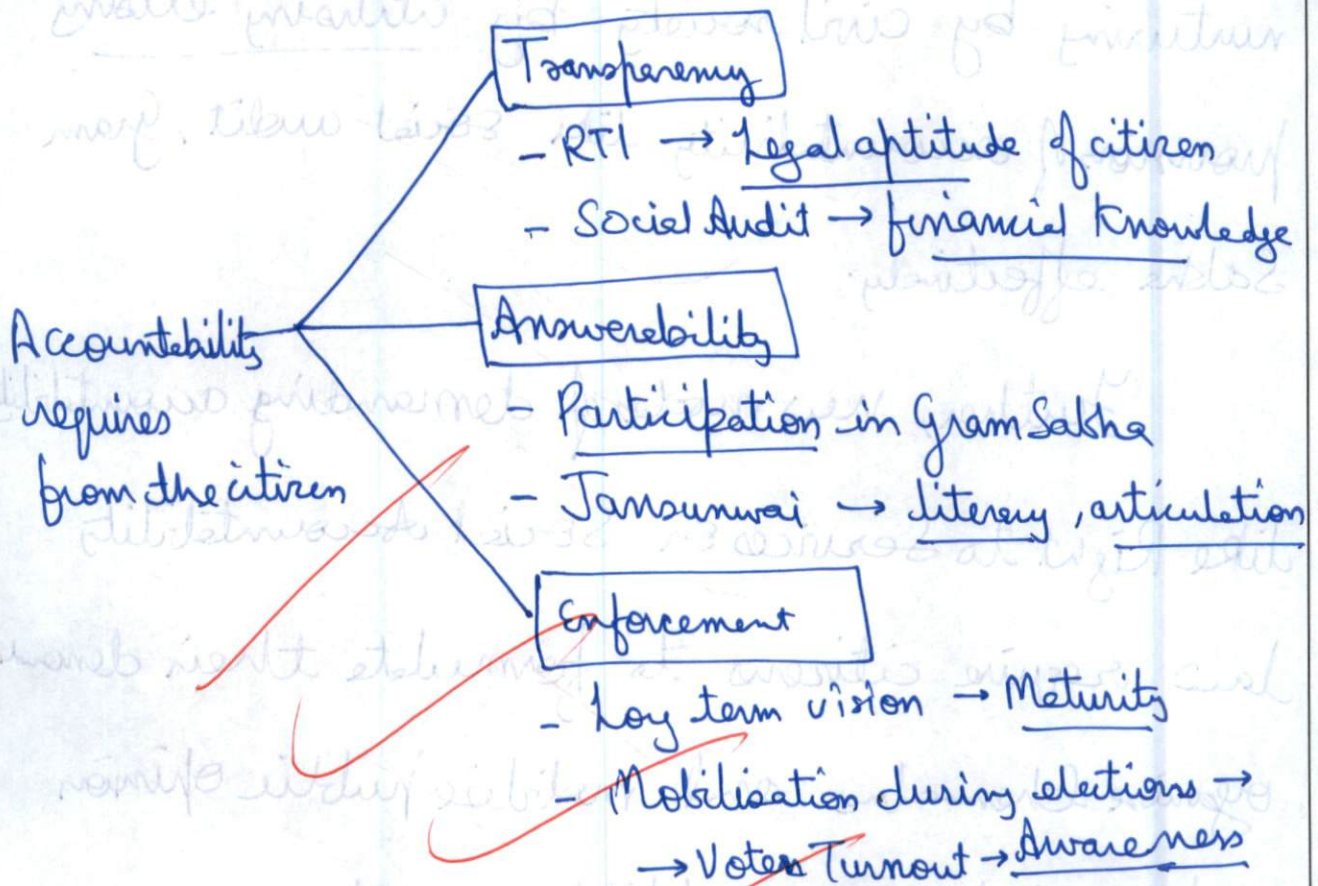
Better  
analysis needed  
as per demand &  
quarter

2



15. The government will be more accountable and responsive if society is matured, educated and aware. Explain. (200 Words) (15)

According to Jaisra and Dwivedi, accountability is made up of three components — Transparency, Answerability and Enforcement. A matured, educated society can effectively implement/demand these components:



Thus, a citizen can not ensure accountability

Remarks



of administration by hoping that Weberian -

i) Hierarchy

ii) Impersonality

iii) Iron Cage of Law

would ensure accountability.

Instead, accountability requires continuous nurturing by civil society by utilising existing provision of accountability like social audit, Gram Sakshis effectively.

Further, new modes of demanding accountability like Right to Services or Social Accountability law require citizens to formulate their demands, organise themselves and mobilise public opinion in favour of the accountability agenda.



The electoral issues are largely determined by the education level of the citizens. Thus, whether caste / identity be the basis of re-election or the public policy implementation, <sup>accountability is determined</sup> ~~requires~~ <sup>by</sup> a matured, educated and aware public opinion

Good effort can be  
- Better analysis done

(6)



16. The instruments of administrative control are to safeguard people's rights and liberties without curbing the power and discretion of public servants. Critically analyse from the perspective of good governance. (200 Words) (15)

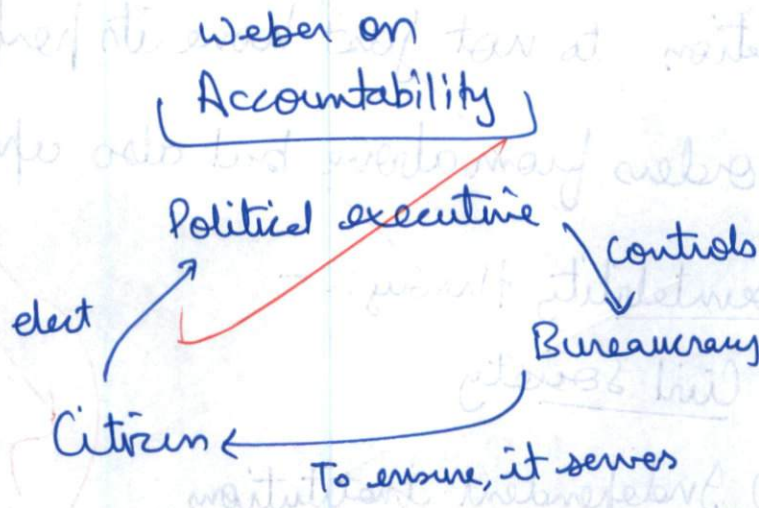
Administrative Control is a contemporaneous, continuous means of holding the administration accountable for day-to-day functions.

### Tools of Administrative Control

- i) Budgeting - within department and by finance ministry
- ii) Transfers and promotions
- iii) Annual Performance Appraisal Report
- iv) Minister demanding implementation of govt. agenda
- v) Hierarchy → Orders from above
- vi) Penalties for underperformance → Voluntary Retirement

Thus, administrative control is an in-house mechanism largely shaped by Weberian notion of accountability.





Thus, administrative control keeps the autonomy and institutional powers of the civil servant intact while upholding the super-structure of - fiscal prudence, public service, Rule of law.

Good Governance model of World Bank does recognise the role of proficient Bureaucracy. However, it offered sceptical of technical approach to accountability and development.

Thus, Good Governance model requires the



administration to not just have its perfection of following orders from above but also uphold the public accountability through -

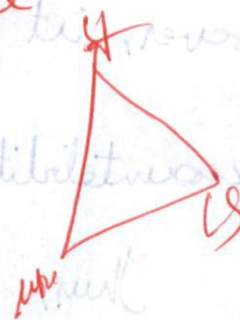
i) Civil Society

ii) Independent institutions

iii) Activists

Thus, Right to Information and similar initiatives appear as the complementary aspect of internal control of administration → which is faster and constructive thus public accountability should improve internal control of administration.

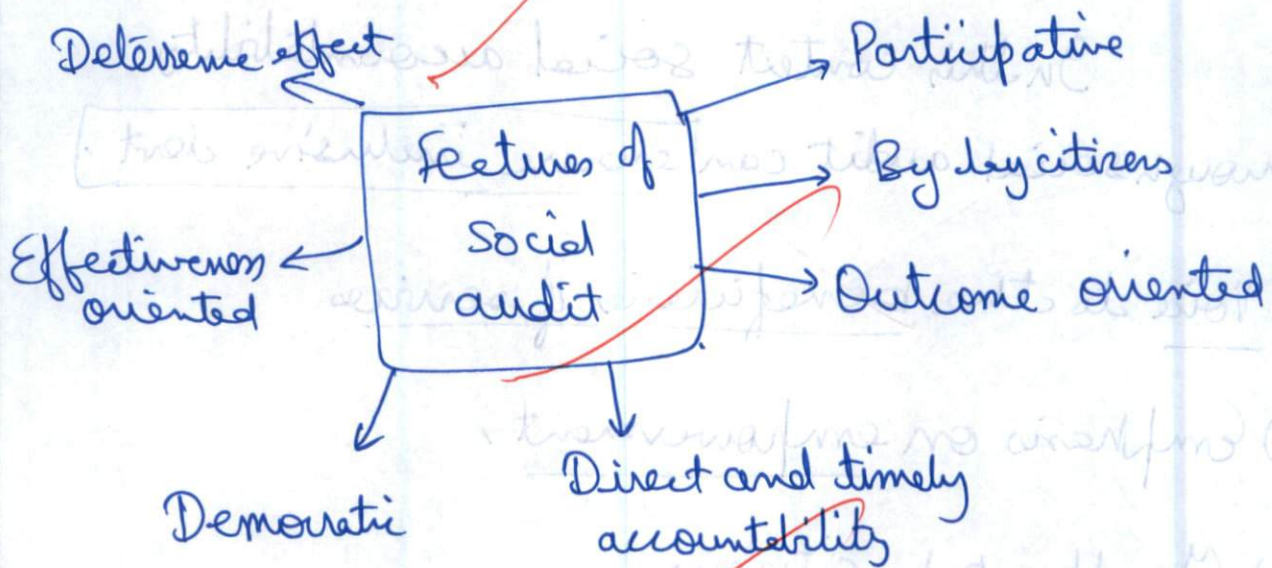
- Good analysis  
- perspective is full  
- Also elaborate on the way fundamentally ABL operate in the networked setup





17. The monitoring, evaluation and traditional audit system could not be effective due to their closed-door proceedings in a formal manner. Elaborate on the relevance of the Social Audit mechanism in the perspective of inclusive development. (250 Words) (20)

Social Audit has evolved as an alternative to traditional auditing to overcome the limitations of Traditional audit.



Traditional Audit has following features

- i) By professionals, → eg. CAG
- ii) Time consuming,
- iii) Non-participative,

Remarks



iv) Accountability through parliament  
e.g. Public Accounts Committee

v) Procedure oriented

vi) Done from above, less emphasis on public impact.

In this context social accountability through social audit can ensure inclusive devt.

i) Voice to the beneficiaries of services

ii) Emphasis on empowerment,

iii) Feedback by citizens

iv) Scope for reforms for better implementation

v) Improve administration - public relations

According to Robert Putnam, Social Capital is a crucial determinant in the development of citizens.

Remarks



Social audit empowers SHGs, NGOs and voters to scrutinise administration. Thus, it builds social capital of people in their ability to participate in governance and improve the effectiveness of development as manifest in capability approach of Amartya Sen.

Logic is fine but there are pointers need more substantiation of better interlinkages. Better studies needed

(4)



Secondly, the government should  
 try to maintain a similar structure at  
 the level of the capital of the state. It  
 should be in the hands of the government  
 and not in the hands of the private  
 sector. The government should be  
 responsible for the development of  
 the capital of the state.

For the development of the capital of the state, the government should be responsible. It should be in the hands of the government and not in the hands of the private sector. The government should be responsible for the development of the capital of the state.

Remarks

21.2



18. A new evolving trend of development has been called "third party administration". To what extent does it contribute to attaining the objectives of public administration. Explain. (250 Words) (20)

Third Party administration is the networked approach to governance where state takes up role of steering instead of doing.

Features of third party governance -

i) Agentification of departmental services -

- Public Works through PPP

- PSUs work by MoUs

- Contracting out of municipal functions under SBM

⇒ Recommended by 2nd ARC

ii) Role of government redefined

→ Blurring

→ Flattening

→ Shrinking

- Nicholas Henry

Remarks



### iii) Regulatory functions created -

- New Railway Management Service to oversee Railway contract implementation
- Competition Commission of India - while privatising its enterprises

### iv) Increased Role of ~~state~~ Market -

- Privatisation
- Choices with customers.

Third Party governance is adopted with NPM Philosophy, however it fails to address value

based concerns by treating citizens as customers,

With advent of digitalisation, the govt. has regained its foothold in service delivery as



manifest by delivery of vaccines to people  
by Gov in portal efficiently and transparently

Thus, third party governance is weakly  
in tandem with re-governance in use of  
technology.

✓ Better contextual  
address needed  
✓ Logic is fine more  
substantiation needed.

5.



Remarks



19. Obviously, the new and old management systems sometimes co-exist and sometimes conflict with each other. Analyse. (250 Words) (20)

Management systems have undergone transformation with evolution of technology and new human relations.

### New Management Systems

- i) MIS
- ii) eHRMS
- iii) SPARROW for filing APAR
- iv) Public Finance Mgmt. System (PFMS)
- v) Matrix Organisations

### Old Management System

- i) Hierarchy
- ii) Sphere of competence
- iii) Annual Budgeting → line item
- iv) Instrumentality under Iron ~~law~~ cage of laws

These are types of Mgt Sys.

Both are diff.

These are characteristics of MS

These two systems do not always conflict against each other.

Remarks



## Co-existence

- i) Unity of direction in organisation continues
- ii) Hierarchical decision making persists within  
MIS and Budgeting
- iii) Technology empowers the superiors to effectively hold the people accountable → Accountability  
from above.

## iv) Scalar Chain of Communication

- v) Annual Budgets and PFMS complement each other.

However, there are instances of conflict

- i) Matrix organisations violate hierarchy  
eg. Gig economy, contracts

- ii) Accountability above as well as below under

More theoretical grounding needed

Isolated points - better correlation needed



360° appraisal of APAR unlike earlier system.

iii) Disempowerment of mid-level managers by technology. Eg. GSTN taking away discretion and initiative from tax officials.

More emphasis on  
how Traditional elements  
of Pub Ad &  
new elements  
like Govt, PCP, APAR  
Co-ops etc

Thus, as observed by Chris Argyris, etc

organisations evolve according to the needs of the people, context of functioning. The new management systems replace older ones when older ones get outdated even as they work in tandem with time tested other principles

4



250° approach of ATAK and its earlier

metaphor

Disengagement of mid-level managers (iii)

by technology - 23 - predominant

away abstraction and initiative from tax

the whole no various small  
to be a part of the whole

difficult

as observed by Chris Whipple  
in 1990-91

organization evolve according to the needs

of the people, context of functioning. The

new management can

when other ones get outdated even as they

work in tandem with what is new

refined



Remarks