GS SCORE

PUBLIC ADMINISTRATION

Time Allowed: 3 Hrs.   Max. Marks: 250

Instructions to Candidate

106 ½

- 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.

— You carry neccessary theoretical knowledge. However the answers seem more like notes, better Conceptual treatment along with examples needed.
— Also work on better intros & conclusions.
→ Better linking of ideas which are part of the answer needed. They seem disjoint & connect is missing.

Name __PIYUSH GATHALA__

Mobile No._____

1. Invigilator's Signature _____   Date _____

2. Invigilator's Signature _____   Signature _____
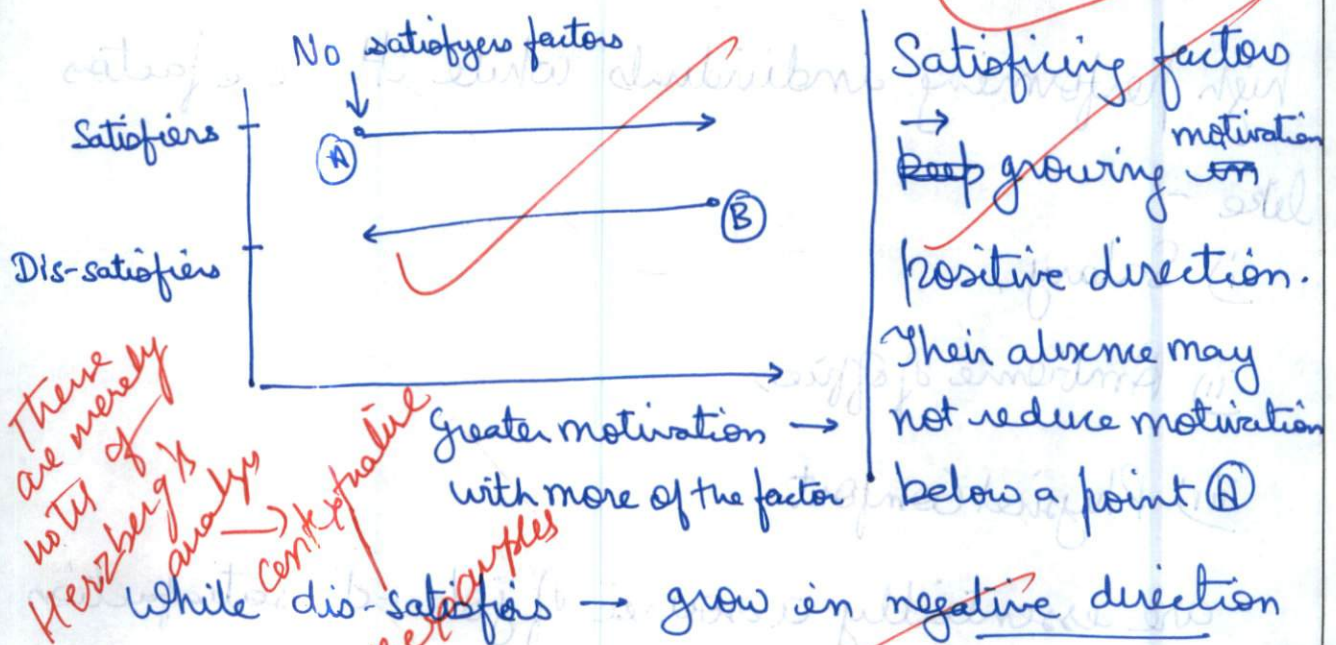
1. The job satisfaction events are totally different from the job dis-satisfaction events. Examine. (150 Words) (10)

Herzberg identified the factors that motivate and demotivate an employee. Categorising them into two groups; He put forward Dual unipolar theory of motivation

(3½)

Satisfiers —

No satisfyers factors
(A)
(B)

Dis-satisfiers —

Greater motivation → with more of the factor

Satisfying factors
→ motivation keep growing on positive direction.
Their absence may not reduce motivation below a point (A)

There are merely no td of Herzberg's analy →

conceptual examples

While dis-satisfiers → grow in negative direction on absence! Their excessive presence does not increase motivation beyond point (B). analysis are fine →

Herzberg argued that job satisfaction events were self-drive factors namely-
i) Growth in responsibility,

Remarks

12:25
:76

ii) Autonomy at work,

iii) Work itself,

iv) Knowledge of results,

v) Recognition for efforts.

These are the events that motivate high performing individuals while Hygiene factors like —

i) Salary,

ii) Ambience of office,

iii) Physical Comfort

are essentially a source of job-dissatisfaction events leading to low productivity.

However, this theory has a rater bias. The rating employee would credit good productivity to intrinsic factors while blaming hygiene factors for low performance. Thus, Herzberg's theory needs to be recognised with its limitations.

Remarks

2. Hersey and Blanchard have emphasized the importance of followers then the qualities of a leader and situation. Explain how a style of leadership changes according to the demand of situation? (150 Words) (10)

Situational leadership theory of Hersey and Blanchard recognised the need to change leader's style based on state of follower -

Importance of followers

④

Hersey and Blanchard categorised four situations of ~~the~~ followers' maturity

(there are merely pointer about leadership theory. conceptual address needed)

i) S1 — Incapable and Unwilling
   • New recruit or young student

ii) S2 → ~~fat~~ Incapable and Willing
   ○ Greater self-efficacy then S1
   • Employee – new to work but motivated

iii) S3 → Capable and Unwilling
   • Teenager → Unmet aspirations
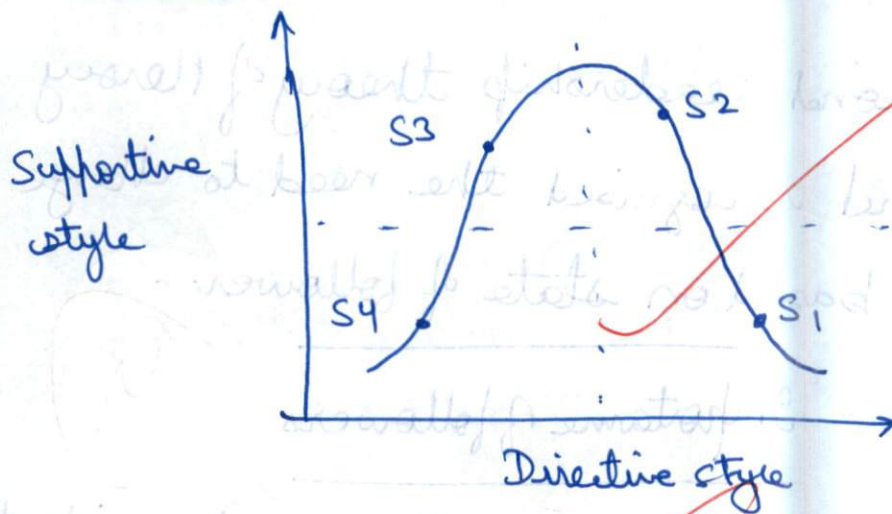
iv) S4 → Capable and Willing
   • Adult Human or Experienced employee

They categorised leadership into four commensurate style

(Better reasoning behind leadership - strategy dynamics needed)

Remarks

Changing style of leadership with follower

In S1 → Directive leader → emphasis on teaching

S2 → Salesman leader → emphasis on motivating and skilling

S3 → Participative leader → Gives space for expression

S4 → Delegating leader → Autonomy to follower.

Thus, situational leadership theory emphasises that it is responsibility of leader to recognise level of maturity of employee and adapt accordingly. This theories echoes the Rational emotive Manager model of McGregor where Manager must identify whether employee motivates by Theory X or Theory Y.
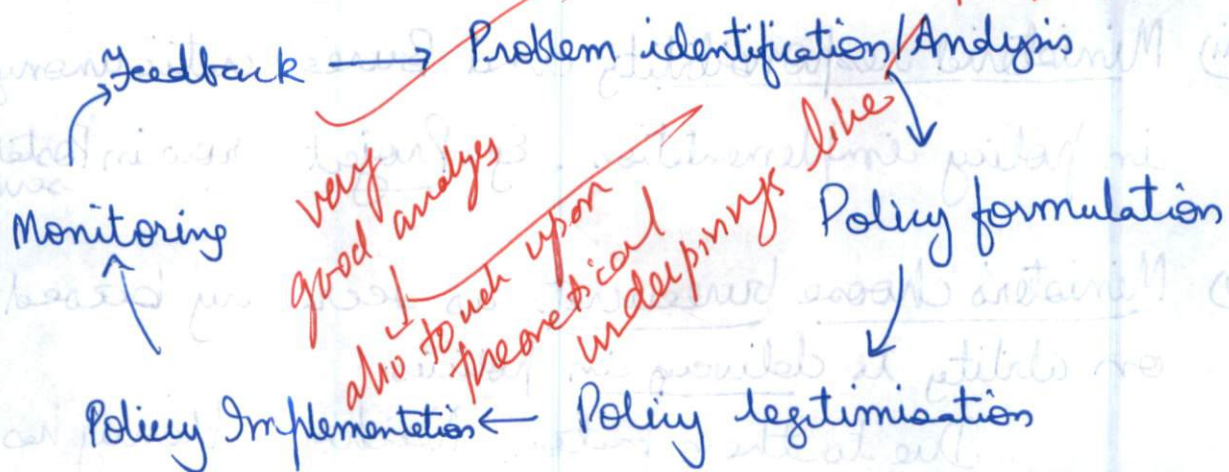
Remarks

3. The activities of public administrator at various stages of the policy processes illustrate the difficulty of diversing politics from administration. Analyse. (150 Words) (10)

Public administrators play a crucial role in policy process throughout its life cycle by virtue of being a permanent executive.

⑤

Stages of Policy Process

Six stages of cyclic policy process are —

Feedback → Problem identification/Analysis

Monitoring

*very good analysis
also touch upon theoretical underpinnings like →*

Policy formulation

Policy Implementation ← Policy legitimisation

Administrators activities at each stage are —

i) Political demand and field agency suggestions — collation → Presenting before political executive

ii) Assisting through secretariat in policy formulation

iii) Policy implementation by field agencies.

Remarks

> ## Difficulty in diverging Politics from administration

i) Public Policy is outcome of Political manifesto of the political party in power after elections.
> E.g. Revoking A.370 provisions

ii) Performance of policy has political ramifications
> E.g. Debate on demonetisation

iii) Ministerial responsibility and Bureaucratic anonymity in policy implementation. E.g. Project Arrow in Postal service

iv) Ministers choose bureaucrats as secretary based on ability to deliver in policies.

Due to these factors, Nicholos Henry has called Public Policy as twilight zone between politics and administration. Public Policy requires both academic convergence of political science and Pub. Admin. as well as of politician and Bureaucrat.

Remarks

4. The Administrative Laws of various nations are converging due to globalisation. Comment.
(150 Words) (10)

Administrative laws are the body of rules enacted and adjudicated by Bureaucratic structure. It is framed within amlit of enabling statutory laws.

Better intro needed [red annotation]

Administrative law : Need

points are good [red annotation]

i) To regulate administrative routine duties
    eg. Transaction of Business Rules

ii) To regulate the market   Eg. SEBI, RBI Regulations

better context setting reqd. ALL needed [red annotation]

iii) To adjudicate quasi-judicial technical cases
    Eg. NGT, Central Administrative Tribunal.

4½ [red circled]

Administrative laws in Globalisation

Globalisation has led to —

i) Need to regulate Global MNCs eg. Twitter

ii) Cross-border insolvency cases of companies
                    eg. ENRON

Remarks

(iii) Global governance in - Human Rights, Visa rules, Trade, Health. Eg. WTO and WHO guidelines on international trade and Pandemic.

Convergence of administrative laws amid globalisation

---

i) Taxation policies have emerged across the world to avoid Base Erosion and Profit shifting by MNC

ii) Best practices of administration adopted Eg. Biometric Attendance, APAR through SPARROW

iii) Need for co-ordination → Interpol and Police, WTO and Mandi regulations

iv) Parallel rise of issues eg. Anti-competitive practices of Apple.

Thus, administrative laws have grown in convergence. However, certain legacy factors do impact administration as per Ferrel Heady

Remarks

1:08

5.   The O & M can be described as to the best organisation and best methods to obtain the desired and necessary end with the minimum of outlay and efforts. Comment.

(150 Words) (10)

Organisation and Methods refers to the methodology of objectivity in administrative domain

Paul Applely committee recommended O & M be adopted in India to adopt reformed structure and function in organisation.

Best Organisation & Best Methods

- Taylorian influence
- Use of technology, experimentation
- Shaking up Bureaucratic structure for efficient Communication. Eg. Faster file movement
- Methods for office work like → Arranging files Orderly, Single window service delivery to the citizens.

mere pointers needs substantial co-rel^n

Remarks

1:16

O&M = Goal of Minimum effort max output

i) Save manpower cost,

ii) Improve timeliness of administration,

Outlay aspect need focus as well (red annotation)

iii) Recognise and incentivise efficiency, ③

iv) Clean and lean office establishment,

v) Output orientation in administrative work.

Eg. Use of KPIs and Dashboards.

better analysis needed (red annotation)

Thus, O&M promised to reform the administrative structure. India adopted it in Cabinet secretariat after Paul Appleby committee.

Today, O&M forms part of administrative practices like periodic establishment review in departments

Remarks

6. Rational policy is one that maximises the net value achievement in a policy. (Robert Haveman). Discuss. (150 Words) (10)

Rational Policy school emphasises the purpose of policy as scientific analysis and Conceptualisation to achieve desired goal.

Rational Policy for Maximum achievement

③

i) It emphasises systematic analysis of situation

ii) Heavily adopts from Managerial and economic theories

iii) Objective outlook

iv) Ignores political context

points are generic, better theoretical underpinning required. — Haveman.

v) A degree of institutionalism → & designates finance ministry as source of budget *Analysis need conceptual treatment*

vi) Central role in Weberian Bureaucracy

Remarks

: 26

Limits to achievement of Rational Policy

i) Simon → Bounded Rationality due to lack of -

      a) Time

      b) Resources

      c) Consensus on desired goal

leads to ineffective Rationality → Ivory Tower policy

    Eg. Neom City Project of Saudi Arabia.

ii) Not politically effective → Reduced political participate impairs implementation effectiveness

iii) Incrementalism opposes Rational Policy for its ignorance of existing equilibrium and high sunk costs

    Eg. Building New Swimming Pool instead of renovating older one.

      Thus, Rational Policy may not always maximise the outcome/achievement. There is a need for Rationality to educate political and public opinion before its effectiveness reaches desired level (Laswell)

Remarks

7. Comment on MIS aids the process of monitoring and control. What are the factors those are responsible for the success of MIS. (150 Words) (10)

Management Information System improves the ability of manager to make informed, data driven decisions.

MIS role in Monitoring and Control

i) Policy implementation success is monitored through:
- Dashboards
- KPIs

ii) Motivation and Incentive to field agency on completion of projects is made possible.

pointers — need substantiat"ʳ & substantiation.

iii) New Public Management → Performance Evaluation
→ As a tool of control on subordinates.

iv) Enables tools like —
→ CPM and PERT
→ Gantt Charts
and their effective implementation

Remarks

Factors for success of MIS

i) **Computerisation** of offices →
  - Digital India Mission
  - IT Modernisation Projects

led to real time data availability on offices.

There are generic points! better if correlated

ii) **Internet revolution** → Citizen surveys → Eg.
Swachh Bharat Mission → Swachhta Ranking

iii) **Managerial Proactiveness**

PM of India initiated **PRACATI** for monitoring

critical programs of the government, periodically.

(3½)

iv) **Adoption of New Right Approach** → Performance

emphasis, outcome orientation. Eg. Citizen Charter,

Agentification by MoUs.

Thus, MIS is made successful

by combination of technological, ideological and
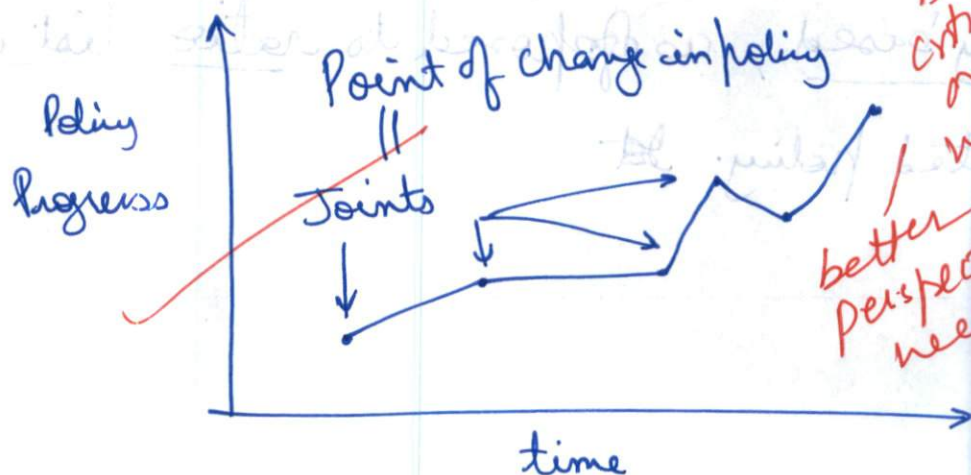
administrative factors.

Remarks

1:35

8. Public policy takes the character of disjointed incrementalism in the perspective of Lindblom and Braybrook. Critically evaluate. (150 Words) (10)

Public Policy in context of partisan bargaining gave birth to concept of incrementalism by Lindblom. Disjointed incrementalism is a modification of the approach.

Disjointed Incrementalism

(3½)

i) It recognises multiple points of changes in policy.

ii) Reforms in administration are possible

iii) Builds upon existing progress

Analysis are fine but critical mentors needed

better perspective needed.

Point of change in policy

Policy Progress

Joints

time

Here, the organisational Rationality is given due regards along with equilibrium of -

→ Mutual Partisan Bargaining

→ Public Consensus

→ Budget allocation in past

For example, Indira Awas Yojana (significant push in 1980s) ⟶ Period of low focus (2000s) ⟶ PM Awas Yojana (since 2014-15) ⟶ again significant push.

Thus, disjointed incrementalism by Lindblom and Braybrook recognises changes in policy and public consensus. This model is systemic theory based, as opposed to rationalist institution oriented policy.

9. Etzioni's mixed scanning method provides both by first scanning the entire subject area in question very broadly and then concentrating on those aspects revealed that call for more detailed in death scrutiny. Explain. (150 Words) (10)
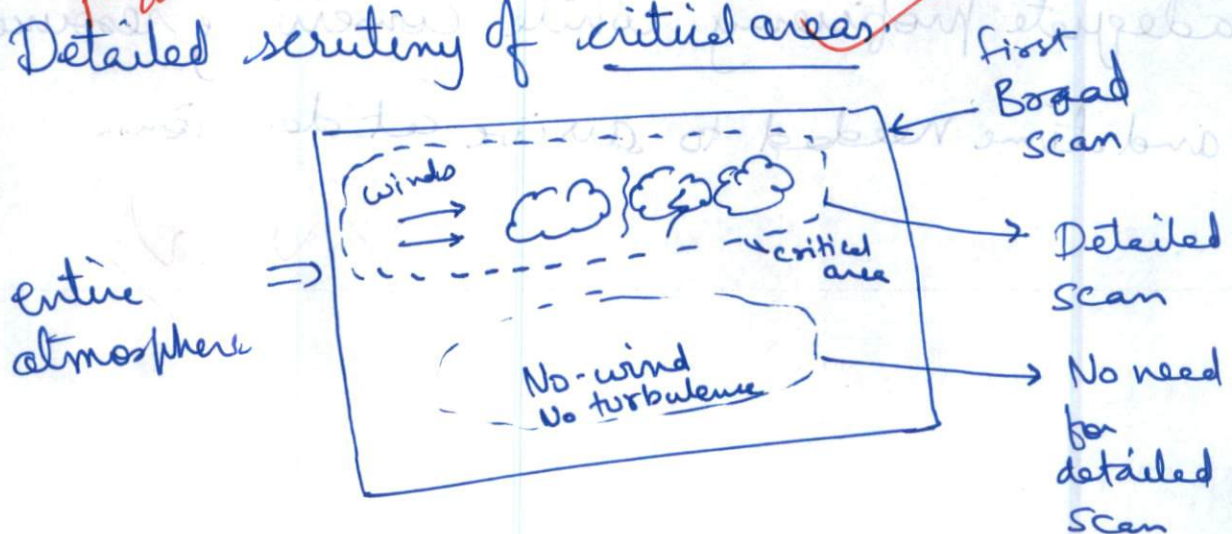
Decision making model of Etzioni recognises the need to selectively prioritise and focus the analytical resources.

> better intro needed

$$\boxed{\text{Mixed Scanning Model}}$$

i) Inspired from Meteorological prediction models.

ii) Broad scrutiny of entire system and its environment

iii) Recognises critical areas that have substential impact on desired output

> pointers are valid!

> Good

iv) Detailed scrutiny of critical areas

entire atmosphere →

windo →

No-wind No turbulence

→ critical area

First Broad Scan

→ Detailed Scan

→ No need for detailed Scan

Remarks

Thus, the mixed scanning model of Etzioni helps in decisions like —

i) When organisation is working in situation of rapid change   eg. Startups

ii) Recognising critical policy priorities of government eg. Decision of lockdown amid Covid-19 to save lives

iii) Research in newfield   eg. Astronomy after James webb telescope.

explain a little   better conceptualisation needed

Thus, mixed scanning achieves the bounded rationality envisaged by Simon with adequate proficiency while conserving resources and time needed to arrive at decisions.

4½

10. Policy analysis and program implementations are like twins, one is integrally connected with the other. Explain with suitable examples. (150 Words) (10)

Policy analysis is closely related to implementation of programs as both form part of Policy cycle.

very simplistic intro → better conceptualization can be done.

[Policy Analysis impacts implementation]

i) Analysing a policy → Policy decisions → Agenda for implementation. (Policy cycle)

ii) Poorly analysed policy may not incorporate implementation challenges.

Isolated & redundant points → better contribute we act as example.

iii) Policy analysis by secretariat → Needs field information → Provided by directorate ('implemods')

iv) Policy choices manifest prior implementation challenges . Backward Mapping of implementato . at feild to policy making is done.

Remarks

[Implementation impacts policy]

i) Mode of Policy implementation :
Bureaucracy, Civil Society, NGOs impacts
design of policy formed after the analysis.

ii) Level of implementation → Municipal, State, Central
level impinges upon policy analysis agency.

iii) Implementation monitoring is part of policy analysis.

Thus policy analysis and implementation
are closely linked to each other. One can exists
to serve the other and both form the cycle of
policy reform and change towards desired policy
goals.

Conclusion is
fine but
capture the
deduction of
co-relation as well

44

11. Post-positivist policy analysis does not altogether shun the well-known "rationalist project". Examine. (200 Words) (15)

Post-positivist policy analysis replaced rationalist approach in later part of 20th century. Rationalist model was criticised for being ivory tower and neo-colonial in prejoratives about development.

Post-Positivist Policy approach – ⑤

i) Focus on social context of policy

ii) Incrementalism approach to policy

iii) Based on comparative studies

iv) Do not emphasise the Weberian model for policy implementation

v) Recognise "Black Box" in Policy Making (David Easton).

These ### approaches lead to a greater role of political science in public policy.

There are merely descriptive of post-positive & rational model contextualisation needed

Remarks

Rationalist Project of Public Policy —

i) Laswell believed in Science of Public Policy

ii) Emphasis on cause-effect relationship

iii) State taking up the role of rational policy
implementation through Weber.

iv) Focus on institutions for policy making —
   a) Budget through finance ministry
   b) Power Models → CW Mills → Industry & military

These approaches were displaced by the

Post-Positivist Policy approaches. This is reflected

in —

i) Development Policy through Self-Help Groups

ii) Decentralisation of plans to local bodies by
73rd and 74th amendment.

Remarks

(iii) Growing role of civil society in policy making

e.g. MKSS in RTI Act

Thus, public policy is reimagined as flowing out of needs of people instead of flowing from above. In Development studies Orientalism is no longer seen as undesired with policy goal of transforming it to Western.

However, Post-positivist schools do not shun Rationalist model completely → Niti Aayog makes policy plans, Budgeting by Finance Ministry and Political manifestos visualise rationalist policy change instead of merely responding to needs. This balancing act is reflected in disjointed incrementalism.

12. Alderfer's ERG Theory is a modified version of Maslow's Need Hierarchy Theory. Explain.
(200 Words) (15)

Alderfer and Maslow developed Theories of motivation that are based one needs of a human. Thus, there are similarities in the two as follows-

[margin note in red: points & analysis are fine]

Alderfer's ERG Theory

→ Expectamy, Relatedness and Growth are the driving motivations of an individual.

→ Expectamy ⇒ Material expectations of a person

→ Relatedness ⇒ Social and Esteem Needs

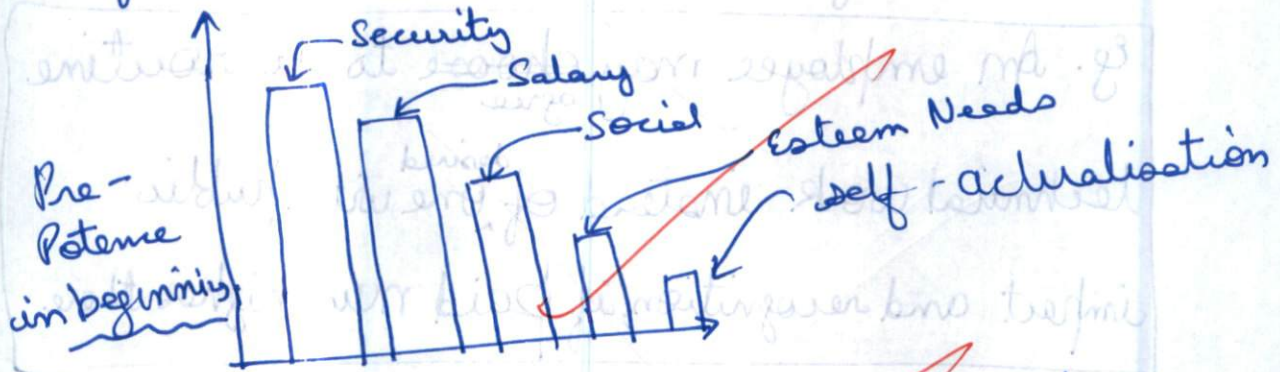⇒ Growth ⇒ Personalised idealised aspirations

⇒ Close relation to Maslow's theory is visible as follows-

Remarks

Maslow's Theory

→ 5 felt needs in order of desires are —

Security
Salary
Social
Esteem Needs
self - actualisation

Pre-
Potence
in beginning

→ as each need is fulfilled, next one becomes more pre-potent over time.

→ Satisfied need does not motivate (5)

→ One can see that ⇒ Security + Salary = Expectancy

⇒ Social + Esteem = Relatedness

= Self-actualisation = Growth.

Thus Alderfer's theory is linked to Maslow's

The answer comes out as disjointed set/ better interlinkage needed

Modifications by Alderfer —

i) Frustration ~~Expectation~~ - Regression behaviour - if a higher

need is not achieved, a person 'regresses' to demand more of lower need.

> Eg. An employee may ~~choose~~ agree to do routine technical work instead of one (desired) with public impact and recognition, if paid much higher there

ii) All needs can be pre-potent at once, one may aspire for pay and recognition at same time.

iii) Order of preference among the three may vary according to people. Eg. Gandhiji aspired for spiritual and righteous living more than affluence.

      Thus Alderfer modified the model of Maslows Needs based Hierarchy of motivation. It is observed that Alderfer's theory is relatively more utilised by governments and employers.

Remarks

13. Hygiene Factors are pre-conditions of effective motivation but are not capable to provide motivation. Comment. (200 Words) (15)

Herzberg's theory of motivation asserts that Hygiene factors and motivation for product-vity factors lie on two different continuum.

Hygiene factors as pre-condition -

i) Hygiene factors according to Maslow are dissatisfiers

ii) Absence of dissatisfiers leads to demotivation

iii) Thus, Hygiene factors are necessary to avoid demotivation. Their presence does not ensure motivation.

iv) These factors include → Pay, Working conditions and Perks attached to service.

v) Essentially, the material aspects of job are Hygiene factors

Remarks

The motivation factors for productivity —

i) Their absence does not lead to dissatisfaction

ii) Their presence is essentially for productivity

iii) Thus, they are opposite of Hygiene factors

iv) Examples are → Nature of work, Recognition, Leadership.

v) Herzberg argues that people who seek motivation factors are high achievers.

Thus, according to Herzberg, the motivation factors ensure a high performance organisation. Hygiene factors are needed to avoid employee turnover rates increase. These factors are akin to ambience of a place, that attracts tourists.

Herzbey however points at limitation of Hygiene seekers. He says that employers with high sensitivity to hygiene factors are not high achievers. Thus, organisation must attract employees that seek motivation for productive. While the organisation should also ensure that their Hygiene needs are satisfied.

very good you can analysis and be enriched with an inter example
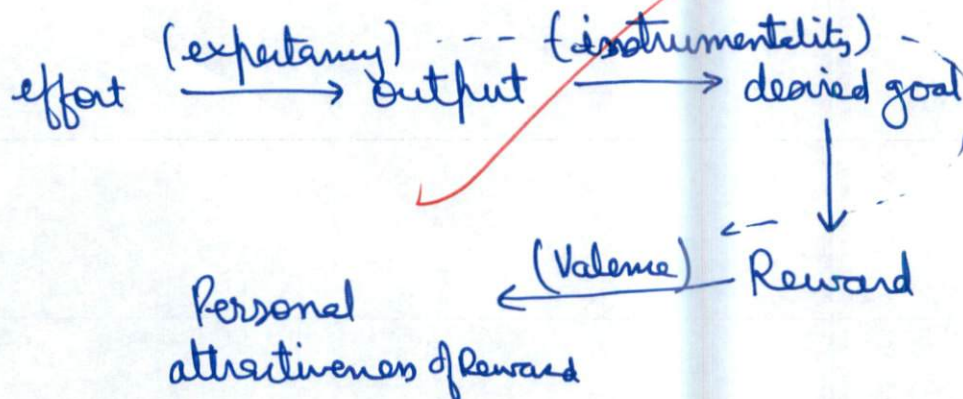
(8)

14. The Expectancy Theory holds that motivation is determined on outcome that people expect to occur as a result their efforts. Comment. (200 Words) (15)

Expectancy theory of motivation was given by Victor Vroom. This theory links the motivation of an employee to the process of effort → output → outcome.

Features of expectancy theory

i) The desire of an individual to achieve certain goals (Valence) attracts them to identify desired output (instrumentality) and put in the desired effort to achieve them (expectancy).

ii)

effort $\xrightarrow{\text{(expectancy)}}$ output $\xrightarrow{\text{(instrumentality)}}$ desired goal

(Valence) ← Reward

Personal attractiveness of Reward

Remarks

iii) Theory proposes personalised goals for employees, and linking them to goals of organisation

iv) Expectancy of outcome desired -

A person is motivated to put effort only when he sees a possibility of converting effort into desired output.

Eg. motivation to write UPSC derives from prior academic track record.

Good effort — you explain the theory well — focus on the

v) Employees choose those outcomes which offer possibility of desired satisfaction on achieving *"comment" aspect*

Among two jobs requiring equal hardwork, *make a deductive conclusion.*

whether to be a cricketer or footballer based on pride of society in a sport → Pride for person. Instrumentality of choice in attaining pride

7½

Remarks

vi) Expectancy of desired roles to maximise chances of output. To eg. Popularity of becoming a batsman in cricket rose after Sachin Tendulkar, as a means to achieve desired pride.

Thus, VIE theory links effort of a person to ultimate goal that offers them the required personal award. Victor Vroom thus offered the behavioural process of motivation.

15. High morale cannot be imposed or ordered into existence. A manager has to build it into the work environment through proper understanding of human behaviour. Comment.

(200 Words) (15)

Morale is the state of excitedness to contribute to an organisation. It is social and collective unlike motivation.

[margin note: Instead of definition Conceptualisation is vital.]

Imposing High Morale

Morale can not be imposed because -

i) According to Rensis Likert, it is not a causal variable that can be caused into existence. It results from other factors.

[margin note: These are no tip on Morale]

ii) It is innate and collective, external inducements like a good speech may trigger it but only transitionally.

[margin note: Link them with context]

iii) For example, all kings would want an army with high morale but few can create its existence. The requires a blend of multiple factors.

[circled: 7]

Remarks

7:13

Nurturing High Morale

Role of work environment:

i) Peer group support → boosts morale

ii) Transformational leadership — enables
   · Idealised influence
   · Intellectual stimulation
   leading to High morale.

iii) Incentive systems — As noted by Taylor, piece wise payments that incentivise effort are likely to boost morale

iv) Goal definition → According to Victor Vroom, the goals that personally motivate encourage a person to contribute to organisation

v) Maturity of employee — Chris Argyris underlines the ability to be sensitive towards other as enabler of organisation development.

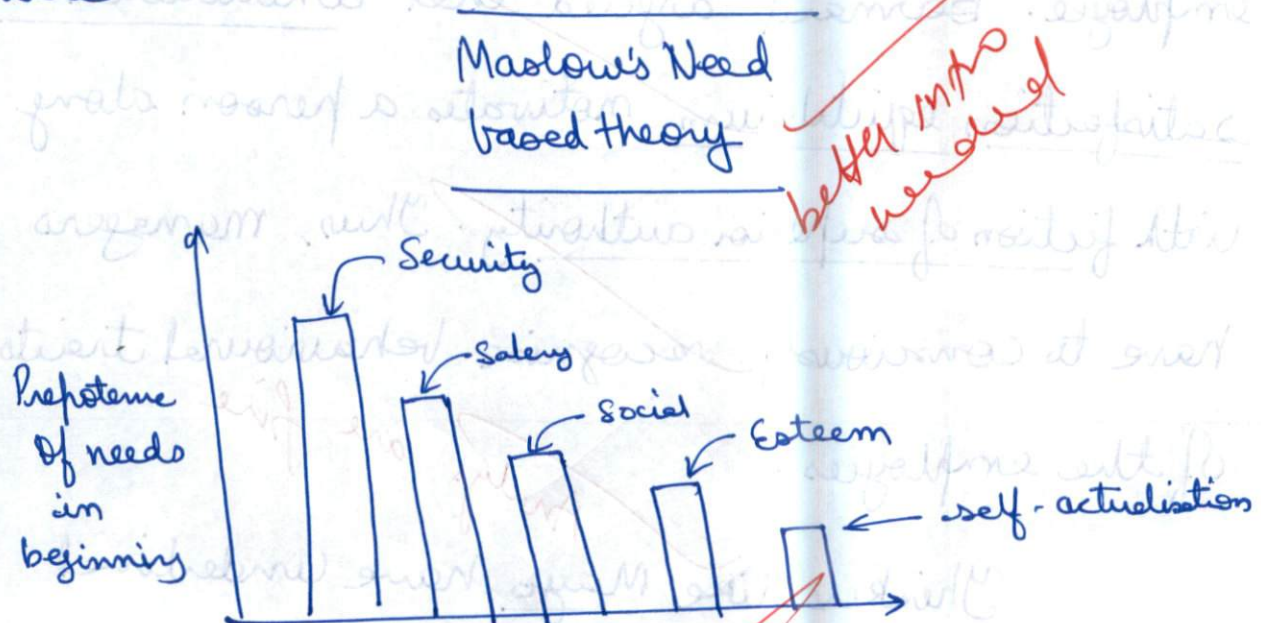Remarks

Role of understanding Human behaviour -

As noted by Chris Argyris, Individual motivation enabled by the personal nature of the employee. Barnard argued that contribution - satisfaction equilibrium motivates a person along with fiction of superior authority. Thus, managers have to consciously recognise behavioural traits of the employees.

Analys are fine

Thinkers like Mayo have underlined the role of Herd Hypothesis in collective morale of organisation. Thus, high morale is an outcome of group function and works environment that builds sense of belongingness in employees.

Remarks

16. Maslow further enhanced his Hierarchy of Needs Theory in 1959 by including some more needs of motivation. Explain. (200 Words) (15)

Maslow initially categorised motivating needs into five, orderly organised needs. These were *tarbitra* text

Maslow's Need based theory

better info needed

Prepotence
of needs
in
beginning

- Security
- Salary
- Social
- Esteem
- self-actualisation

i) As the first need is fulfilled, second need becomes more prepotent, orderly rise of needs.

ii) Self-actualisation need is motivating after all needs are fulfilled,

iii) Fulfilled need does not motivate,

iv) Only one need is prepotent at one time,

Remarks

10.28

v) Order of needs was fixed.

However later, Maslow [modified] his
Hierarchy of needs theory-

i) He added ~~two~~ more needs-

→ Aesthetic needs   → Cognitive needs

→ Transcendence needs

Explanation is more fine, more emphasis on reasons for change can be given

ii) He accepted that needs may arise in any
order. E.g. for politicians, social and esteem
needs are often more prepotent than security.

iii) He accepted that two or more needs may
be prepotent at a time.   ⑦

Thus, Maslow made the theory
flexible and receptive to personal behaviour.

This modification however did not gain as much popularity as original five hierarchy based needs. Simplicity of Maslow's original theory was a determinant factor in its universal appeal. Despite this limitation, modified theory has been recognised among academicians as practical and wholesome approach to motivation.

enrich it
with example

17. The growth of Administrative Laws has increased because the possibility of misuse of administrative discretion and power has increased. Explain with examples.

(250 Words) (20)

Administrative law is the body of rules and regulations that are originated in Administrative bodies (contrasting to laws in legislature).

Administrative laws : Need

betty intro needed

Looks like intro

Administrative law according to Dicey violated Rule of Law. However, this has been rejected by recent developments like Definition of Rule of Law by Conference of Jurists at Lagos defined it as —

i) Statutory & Constitutional law

ii) Procedural Rules to implement above.

The latter is the domain of Administrative law.

Remarks

8 - 17

Check on discretion

Administration faces multiple challenges on a day to day basis. Laws limit powers of administration like-

i) Fundamental Rights

ii) Conduct Rules = Administrative law

iii) Allocation of Business Rules

In a developing country, the scope for exploitation by bureaucratic elite in imbalanced polity is high ('Fred Riggs'). AL protects the citizens by empowering supervisors like DGP, secretariet to check field officials discretion.

Expanding Power

Administrative law clothes administration with power of action. Power of administration is growing as —

i) **Liberalisation :** Role of regulation of private sector expanded. Need to adopt ability to perceive loopholes and plug them. (9½)

Analysis & 300d are good.

Eg. SEBI and RBI continuously evolve regulatory framework by adapting to changes like Recent By Now Pay Later economy boost.

Just conceptual intro & conclum needed.

ii) Growing urbanisation, civil society and NGO role in polity and economy. Financial supervision under FEMA Act and Companies

iii) Act through NCLT, adjudication by tribunals is growing. Eg. NGT.

Thus, administrative laws have grown in significance as the scope of activities undertaken by administration have grown.

Joseph Stiglitz has argued that the regulations by administrative law are prone to capture by corporates. Thus, there is a need to democratise AL.

Parliamentary Committee on Subordinate Legislation is an apt body to keep democratic eye on regulation. Ensuring that administrative law operates within domain of enabling Act would prevent the situation cautioned by Lord Hewart as New despotism of administrative law.

18. Formal and informal channels exist simultaneously. The two types of channels provide opportunity of interaction between the functional and social systems of an organisation. They are not competitive but complementary to each other. Comment.

(250 Words) (20)

Communication is life blood of organisation. It can flow through formal structure or by socialisation systems.

Formal channels of communication — Conceptual intro needed?

- Hierarchy
- Scaler chain of Command - Fayol
- Decisions communicated by authority to subordinates and vice-versa through designated channel. Eg, File Movement
- Mostly written
- Legitimised and accountable

For any Weberian Bureaucracy, Formal channels are the only recognised mode of communication, Reflecting function of sphere of competence.

Remarks

8:40 } 15 min
8:55

Informal channels of Communication -

- Called Grapevine
- Incident based activation. Eg. a protest by employee
- Considered as essential part of organisation by Barnard ⟶ enable communication of intangible facts like personal conduct.

- Amoeba structure — shaped by social relationships among members of organisation
- Mostly Oral and without accountability.

Perceived competition between formal and informal communication

i) Informal communication of folk lores may erode formal authority, trivialise it.

Eg: Akbar-Birbal stories ⇒ Mostly show the intellect of under-dog (Birbal)

ii) Lack of control over informal talks → impairs formal authority's voice → may contradict or scandalise it ⇒ Cause disorder.

__Complementarity of the two__ (9)

i) Informal communications → Build legitimacy of authority formally sanctioned.

ii) Barnard directs Manager to have recognition for informal Communication →

→ Checks excessive political clicks

→ Provides scope for personalisation of job

→ Improves Work Culture

Analysis as points are fine in terms of logic — they lack conceptual address — competitive or complementary

iii) friendly relations between leader and follower are effective in expanding Zone of indifference in compliance of formal orders.
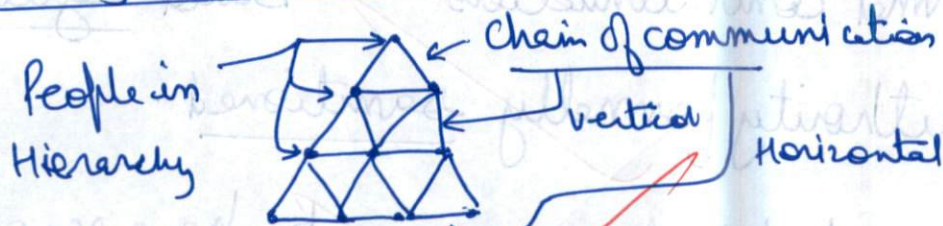
iv) Empower authority with communication of infor-

v) Need to ensure informal communication supports formal communicate

Remarks

Desired [balance] between formal and informal communications can be achieved by utilising innovation in organisation structure like -

i) Linking Pin Model -

People in Hierarchy

Chain of communication

vertical

Horizontal

ii) Matrix structure - Multiple points of contact for all employees to each other across hierarchy.

Eg: Project Management Unit, Uber

Here, the order offered by formal channel is complemented by access to information for efficient decisions. Such a model enables harmony of functional and social system of organisation.

Remarks

19. Group Theory is basically pluralistic, whereas the Elite Theory is essentially monastic. But both of them reveal the real politics behind the policy making process and contribute to better understanding of social and political life of societies. Analyse.

(250 Words) (20)

Group theory and Elite theory of public policy are two attempts at developing rational institutional theory of decision making.

Group theory of Policy

[red annotation: this is merely explanation of two theory]

i) Polyarchy model of Robert Dahl is an example

ii) Many groups bargain for desired policy choices

iii) Ultimate decision is based either on *[red: contextual adjunct in terms of]*

   a) Dominant groups demand or *[red: pluralize & monarch needed]*

   b) Proportionate to each groups demand.

iv) The Dominant group approach has given birth to Elite theory while proportionate power of decisions is pluralistic group model.

v) Pluralist model is according to Robert Dahl,

Remarks

practical form of democracy in existence.

Elite Model of decisions

i) CW Mills provides Elite - Mass Theory of policy

ii) Elites like -

   a) → One with technical skills - Bureaucrat

   b) Commercial skills → Corporate

   c) Physical strength → Military

   d) Statemanship → Politician

   take policy decisions

iii) Masses are incapable due to -

   a) Lack of awareness

   b) Preoccupation with routines

leading to monopoly on public Policy by the elites.

iv) For example, CW Mills calls USA as a?

'Garrison state' — Military-Commercial elite dominated.

Understanding Social and Political context of Public Policy

Both models help us in recognising the role of various players in a society. Public Policy is made in —

→ Microspaces of political debates and society

→ Consensus among people

→ Negotiating power of competing interests.

Analysis are fine but disjointed

Polyarchy and Elite Mass model aim to identify the institution that makes decisions.

better interlinkage needed

These institutions are shaped by politics of bargaining in a democratic society and

9½

Remarks

by the power of influencing those decisions.

Ignorance of Rationalist paradigm

However, both the approaches ignore what Laswell called the convincing power of information that shapes a decision. By overemphassing power structures, group and elite models ignored the rationalist legitimacy of public interest.

Thus, a careful blend of rationalist and Power models is necessary. While power of society and polity is unavoidable, rational incrementalism is indispensible in decision making for public policy.