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PUBLIC ADMINISTRATION



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Pub Test I Pragyanika Mondal 25-6-17

PUBLIC ADMINISTRATION

TEST-I

- 1) (a) Wilson's idea of administration was at odds with the constitution. (Waldo)
- (b) The Science of administration is brought with three problems. (Robert Dahl). Discus
- (c) The epistemological roots of NPA derive from phenomenology whereas that of NPM from ontology. Discus
- (d) The era of reputational zenith though was short lived but has been instrumental in promoting status that public administration enjoys as a discipline today. Comment
- ~~George~~ (e) Wilson is known as the Father of Public Administration as he was the first person to propose for a separate discipline of Public Administration, separate from politics.

Wilson ideas were different from that existed during the time in America. He proposed -

- Business-like administration ✓
- Separate from politics ✓
- Appointment of public servants through merit and ~~favouritism~~ favourism, nepotism ✓
- Political and administrative dichotomy ✓

Waldo mentions Wilson's idea was different from that of American constitution, as Wilson's theory was quite different from that existed during the time. His proposal of Politico-administrative dichotomy were odds with the constitution as before Wilson view politics and administration were to be closely knitted. ✓

from that of business so it could not function through business like principles. Whereas US Constitution believes in Separation of Powers.

Due to his contradictory view, his idea of administration was considered different from that of American Constitution. Nevertheless, they were different ~~as~~ were at odds but definitely relevant and useful.

(A) Good more analysis about democratic values and cultural history in constitution spirit required -
b) Classical scientific theory proponent first came up with the idea of Science of Administration. Classical thinkers wanted to orient public administration on the basis of experimentation and developing the best method of work in an organisation.

However, this Science of administration has many problems. Major three problems are -

• Administration is for all the citizens a dynamic concept and not static, environment is ever changing, so proposing of the best method may not be feasible all the time. yes but cross cultural comparison?

• Science method of administration, ~~all~~ prescribes scientific techniques for an organisation to alternative like Work study, time study

These techniques are important to do but they cannot always be practical as administration is a complex process. Sometimes data are not available, sometimes there are too much of data which Simon tells in his book about the decision making process.

Administration is more close to social sciences. So, it is linked with the social system as a suprasystem and can be considered as a subsystem. So, it cannot be delinked from a society. And a time changes, social problem changes and administration also needs to change their methods and techniques.

In this way, the science of administration may not be an appropriate one. No discussion about normative values

(c) NPA was born out of problems that existed in the society then. There was unemployment, rise of prices, public dissatisfaction. And the administration was rigid, rule based, non-cooperative; value was irrelevant, client focus, value based and rational. NPA was proposed. So it can be said NPA was reaction to the disorder that existed in the

society.

NPM on the other hand emerged with the concept of neo-liberalism. It brings in the market theory into Administration. It aims at making administration more economical and increase its efficiency. There existed no chaos in the society but there was ~~some~~ economical losses by public sector. In a response to this NPM proposed to bring in management technique in Administration to prevent any further wastage of public money and make administration "business like".

Normative vs Empirical
Concepts missing -

NPA - social experience
NPPA - facts as source of knowledge

③ The era of reputational zenith... also synonymous to the classical era is the time when ~~there~~ there ~~was~~ was principals of Administration. As stated by Gullick and Urwick "Administration is Administration". This era carves out separate discipline of Administration and proposes its theories and principles. This era disregarded the link of Political science with Administration. It includes thinkers like Fayol; Gullick and Urwick and the acronym of POSDCORB.

It was the era when public administration established itself as a separate discipline and made its base firm.

Although gradually with time it got challenged and got mixed with magna management with those from management also coming in picture. However, oft once again in contemporary time it established itself as a separate discipline.

So, despite being short lived classical era played an instrumental role in promoting a separate discipline of public administration. Simon's radical criticism?

② Public Administration is a broad field, which includes a plethora of activity.
Public Administration is defined by some as only the executive part of government whereas some other thinks define Public Administration including all three organs of the State.

Some thinkers include technical as well as nontechnical activities within the definition of Public Administration whereas some include only nontechnical and intelligent work within its ambit and excludes clerical job.

Likewise, Wilson defines Public Administration different from policy making whereas NPA thinkers define it as closely knit with policy making.

From all these these definition of Public administration differs and thinkers to thinkers and from time to time. In this context Waldo says "one line definition of public administration is a mental paralysis than enlightenment" as confirming the definition of public administration would only confine the discipline ~~and~~ whereas it is a very broad concept, examples missing.

Loose focus?

Q2 @ "A theory of public administration in our time means a theory of politics also" (John M. Gaun) Discuss

(b) The public manager lives in the nexus of political and administrative world and therefore is neither an independent actor nor solely an instrument of the political system - Drenhardt. In light of above, comment on the changing nature of Polis-Admin. relationships in contemporary times.

③ Public Administration has been ~~eternal~~ evolving since Wilson's time. Wilson advocated for Political-Administrative dichotomy stating that Policy making must be separate from its execution as during Wilson's time there existed corruption, nepotism. With time the dichotomy has diluted. They are no longer considered separated but now are closely integrated. In this context John M. Gaun commented A theory of public administration in our times means a theory of politics also.

why dichotomy diluted -

• with policy making also includes policy execution. They both execution is included in the process of policy making.

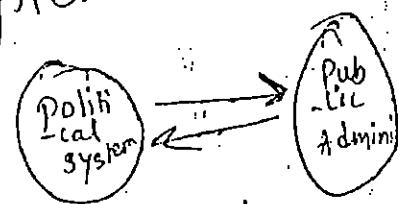
$$\text{Public Policy} = \Sigma (\text{Policy making} + \text{Policy Execution})$$

• Administrators are aware of execution problem and want for efficiency

Administration is more concerned with you and your and it can provide important inputs and also the feedback for policy making

All these factors suggest that Administration is closely interlinked to Political Science. There remain no conflicts between both but rather there is collusion.

(b) Public Administration is a dynamic field, as over time changes, situation changes and accordingly Public Administration also needs to change. Change is the only constant. Public Administration is closely linked to political system.



The idea of dichotomy is no longer exist any more. Water tight compartment between both. Administrator participates in policy making.

Both the elected and permanent executive form together forms a collective picture and No one field act independently, there is constant exchange of information between both the system. Theoretical content missing.

Administration cannot exist separately from politics and policies cannot exist separately from administration. So, in contemporary time the dichotomy has almost disappeared.

- Q3 (a) Discuss Weber's theory of Power, Authority and Domination. Also identify some of most crucial features of traditional and Charismatic authority system, that make them as an obstacle to the functioning of democracy.
- (b) Discuss Taylor's "Wage Incentive System" and bring out its pros and cons.
- (c) Weber proposed the bureaucratic model for organisation. It seemed bureaucracy as a legal-rational authority.

Accordingly Weber gave his famous theory of power, authority and dominance where he classified authority into three category →

• Traditional authority - Weber defined it as authority of "eternal yesterday". In this certain people authority is concentrated with certain people may they be incompetent. In fact there are no safeguard if something is wrong. The powerful person may be irrational, arbitrary guided by his personal interest but his directions are final.

This type of authority is an obstacle to the functioning of democracy. As democracy identifies the equal opportunity to all; whereas

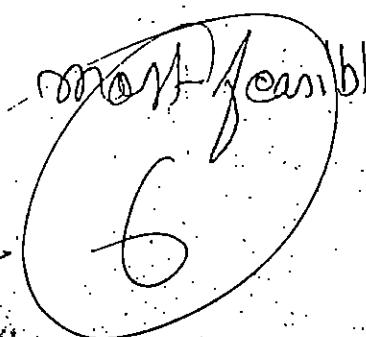
is based on rule of law. However, this authority ignore all. Infact history provides us with many such examples where Monarch wanted to concentrate power and even took arbitrary decisions. French King Louis XIV and his queen ~~spent~~ lavishly spent the public money when the citizens slept hungry which ultimately led to French Revolution.

• Charismatic Authority - Defined by Weber as "Authority of the grace of someone's personality" i.e. some people have such graceful personality or charisma who give them a magnetic attraction and this aura gives their power because large number of people follow becomes their follower.

Some Charismatic leaders are Napoleon Hitler however, this is also not feasible for democracy as there are no legal safeguard, accountability of these leaders, they can be arbitrary and use power legitimately. We see his in Hitler's case which ultimately paved way for World War II.

Legal Rational Authority:- "Authority of the Law" is where power is vested certain power also limits to the authority of an organisation, there are legal action in case of any also may face misuse of authority. So this type of authority is most feasible for a democracy.

Centralization needed



① Taylor proposed the theory of Scientific Management of organisation in while he mentions ~~points~~ "Wage incentive system", where it is stated that a man must be provided ~~with~~ incentive to increase his productivity which in a way will further benefit the organisation.

Pros of Wage incentive system -

- It can increase individuals productivity and in turn organisational productivity.
- It will encourage hardwork.
- It will recognise and reward hardwork. Elaborate

Q. Cons of wage incentive system -

~~Human is a social man and not just economic man~~
~~only economic incentives may not be fruitful~~

Trade Union leaders argue that Taylor through his wage incentive system wants to break the collective bargaining power.

Wage Incentive system is still quite relevant in contemporary world but there needs to bring concept of human being as ~~a~~ social animal and not mere machines into the idea. Money's needed

Section B

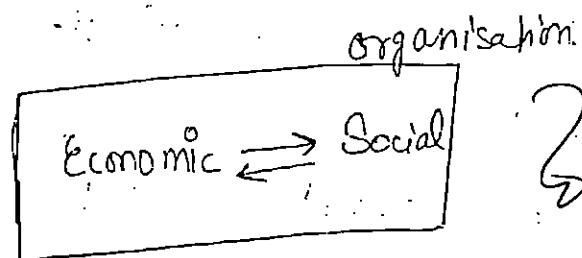
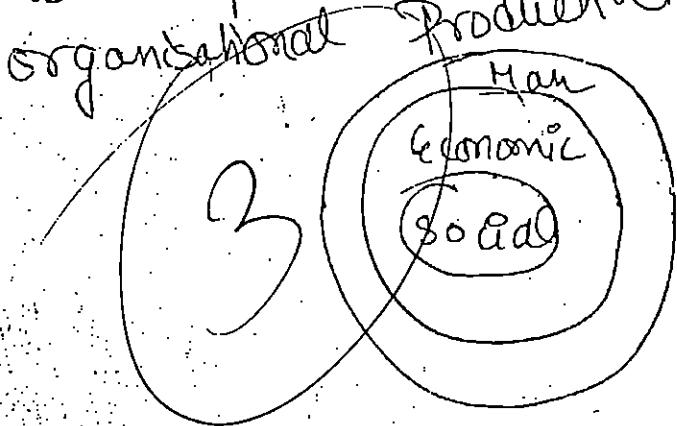
- 5) (a) "Social Man is a subset of economic Man".
(b) "The main problem with HP Alcott is that her idealism is showing!"
(c) "Legislation in advance of public opinion has often been demonstrated to be futile." (Hegel)
(d) "True democracy is synonymous to true efficiency" (Yulick and Orwick)
(e) "Public choice is an economic analysis of political and administrative behaviour"
→ ~~define basic terminology~~
a) ~~Economic Man~~ is the concept given by Taylor which means a ~~Man~~ is guided by ~~economic interest~~ and if provided ~~proper~~ economic incentive he will increase his productivity.
while the concept of ~~Social Man~~ was given by behavioural thinkers it means ~~that~~ humans are ~~social~~ beings and are guided by ~~emotions~~ recognition, prestige and several other socio-psychological factors.

However, ~~the~~ ~~Man~~ is both economic as well as a Social Man and not just one. A human being is not only guided by economic interest but also socio-psychological factors. At the same time a man is ~~not only~~ influenced by socio-psychological ~~factor~~ but also through prmonic incentives.

A Rightful mixture of both will increase man's productivity and finally lead to an organisation's productiveness.

For example a man is only given wages but not allowed to talk or associate with his coworkers. This has effect on his emotional nature and affects his productivity. In same way if he is allowed to associate, talk, gossip with coworkers but no provided with any wage, which means he cannot support himself and his family. It further reduces work incentive.

Although economic incentives takes precedence to social incentives but it is very important to keep a balance between both to increase organisational productiveness.



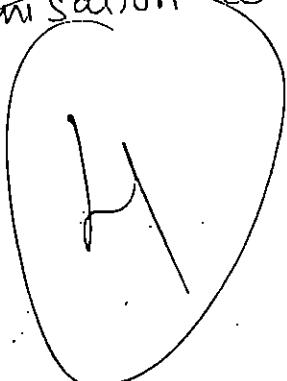
(b) Follett although belonged to a classical era but his ideas were much ahead of time. She proposed ^{idea} like integration, authority of situation, leadership by situation, power with and not power over, self control. However, Follett's theory ^{offers} with some ^{criticized} by thinkers for being less practical.

- Any one would on first hand deny to share his/her suggestion
- His suggestion about fulfilling everyone's whole desire may not be pragmatic because organisation have some constraints such as resource constraint, limited opportunity
- Suggestion of Selfcontrol instead of superimposed control has its own limitations. Not everyone can have selfcontrol. A little monitoring, corrective appraisal is needed
- Her suggestion of autodelegation is again ideal, in reality it may be the compulsion of superior that because of work overload they delegate certain work to subordinates. At the same time it may not be feasible or desirable to delegate authority every time.

Her ideals are noble and desirable but always may not be feasible in an organisation.

However, in real situation if not totally certain things ideals are adopted from Follett. Ideals like selfcontrol with a superimposed control, it can help the organisation to attain perfection.

Her criticism
for supporting
idea of collectivism



Q) The stat According to the statement public opinion must be present for any legislative to be successful.

A Society is a evolving concept, it changes with time. Looking at the world we see a completely different picture that existed in 19th century and that exist now. Society evolves with time and according public demands arises until there exist a strong public opinion no legislation can be successful.

for the same reason Indian Constitution makes has put Universal Civil Code ~~as~~ along with non-justiciable Directive Principles and ~~not~~ in justiciable Fundamental Rights. As situation was not ripe then for an universal civil code and no societal consensus exists regarding the issue. whereas now with evolving society and changing time debates are coming taking place regarding the issue.

A forceful legislation without public opinion is bound to be unsuccessful. Legislations must be pragmatic and look ahead of time but that only means getting a long term plan to which ^{is subjected to} public accept and not something for which there is absolutely no public opinion - facts missing



(a) Democracy is a concept where the government is not just elected by the people but also works efficiently for the betterment of all citizens.

Gullick and Oswick has equated the concept of efficiency with democracy:

True democracy is where → True efficiency is,

everyone benefits
(all citizens) → also where everyone
benefits (managers, workers)

~~Evaluation
scientific
newer
administrative~~ All works in a
collusion → efficiency is achieved only
when there is collision
and not conflict.

Everyone is happy
and satisfied → achieved only when
managers are happy
as well as workers.

So, there exist a direct relationship between
democracy and efficiency.

(b) Public choice theory brings in the concept of competition and providing choice to public. They treat humans as a rational being guided by self interest who will provide with information will choose which is best for him.

In a way Public choice theory ~~is linked~~
brings in picture private players and
state thus dualistic sector monopoly.

A public sector is always not efficient and economic whereas allowing private players into the scene will ensure competition and might increase the efficiency of a public organisation.

It is quite evident that public choice theory bring in the concept of market in administration as well. It arises from economical point of view and accordingly suggest measures to make public sector more economical.

The Public choice thinkers also thinks bureaucrats and politicians are self interested and they are only guided by self interest and are self aggrandizing in nature, utilises the public resource for their own benefit. This also deals with the economical part of Administration and Politics. So, Public choice theory is an economical analysis of administrative & political behaviour.

a) "Home of my soul is the state" (Follett). Elucidate
b) "The study of administration should start with the base of management rather than the foundation of law". (D. White). Explain.

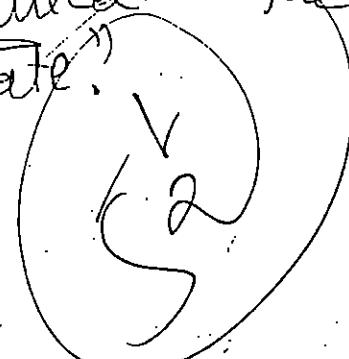
Ans: In generic and more public, less institutional and more normative

yet no less "Scientific." (Frederickson)

a) According to Pollet, a group is the core of social process and the means by which individual desires are fulfilled. The state is an extension of the group with a higher level of objective and a higher level of expression of social life. A state exists where there is full participation of people just as a group provides development of interpersonal relations, constant interaction which develops a sense of belongingness. The same happens in case of State. A group develops a shared feelings, shared sentiments, shared concerns, shared aspiration and sense of bonding and cohesiveness. In the same way a state develops only where his shared feeling is reflected by its citizens.

It is the collection of individuals with common purpose and goals that forms a group. Likewise state is formed with some common purpose to achieve - like high standard of living, equality, rule of law etc. An individual sees the fulfillment of his desires through achievement of the state. In this context Pollet committed "The home of my soul is in the state."

Justice is
impartial



⑥ L D White a proponent of NPM suggests that "The study of administration should start with the bare bones of management rather than the foundation of law".

NPM is a theory which brings in management techniques into the ~~organisation~~ administration. It states to bring in efficient public administration must act business like As private sector it must focus on "customer service", performance appraisal guided by innovation and cost reduction.

It will increase efficiency and reduce unnecessary wastage of public fund. On the other hand, public organisations are quite different from private organisations. Private organisations are solely guided by profit making incentive whereas in public organisation, despite the fact business like technique can be brought into administration to increase its efficiency but it must be responsive to the needs of people, and not be rigid, rule based which will defeat the whose purpose for which public administration exist.

so, public administration can borrow from sister discipline of management but it must be committed to its roots and not just copy everything from management.

*utilization
evaluation
needed*

(b)

⑤ NPA emerged as a reaction to the problems that existed during those time. Administration was quite rigid, rule based, hierarchical, and thus gradually it lost its relevance with time, it became unresponsive to peoples demands.

In this context, NPA emerged to reorient Public administration. NPA prescribes for a relevant, flexible, public-centric (non-hierarchical) responsive administration.

The goals of NPA are -

- Relevance
- Social Equity
- Change
- Value Based
- Client Focus

Global

It calls for making NPA oriented administration change oriented. At the same time if it's just a reorientation of Public administration and not any new theory. It is still based on the classical principles of Public Administration just adding few features relevant to society, as if has changed in course of time. NPA thinkers agrees with classical thinking of administration however they

Just want

Public Administration to represent itself

Analysis
is
required



- Write neatly -

