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KARISHMA NAIR

RANK - 14

**PUBLIC ADMINISTRATION
MOCK - 2, PAPER I
TEST - 10**



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126 1/2

PUBLIC ADMINISTRATION

Time Allowed: 3 hrs.

Max. Marks: 250

Instructions to Candidate



- There are EIGHT question divided in Two Sections.
- Candidate has to attempt FIVE questions in all
- Question No. 1 and 5 are compulsory and out of the remaining, three are to be attempted choosing at least one question from each section.
- The number of marks carried by a question/part is indicated against it.
- 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 Question-Cum-Answer booklet must be clearly struck off.

Name Karishma Nair

Mobile No. _____

Date _____ 19

Signature Knao

1. Invigilator's Signature _____

2. Invigilator's Signature _____

REMARKS

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SECTION-A

1. Comment on the following into 150 words:

(10 × 5 = 50)

- (a) "The field of Public Administration is a field of business". (Woodrow Wilson) Comment.
- (b) "Conflict is the appearance of differences - differences of opinions and interests" - (Follet). Comment.
- (c) New Public Administration has neither been the saviour its enthusiasts promised, nor the devil its critics worried it would be. Discuss.
- (d) The charismatic approach of the mid-1970s is a "new version" of the classical Trait Theory of Leadership. Do you agree? Give reasons.
- (e) Warren Bennis puts leaders at a higher pedestal than managers. Do you agree with his approach? Comment.

(a) Woodrow Wilson through his essay 'The Study of Administration' in 1887 propounded that there exists a political-administrative dichotomy.

The field of Public Administration is a field of business according to him because "it is to be kept away from the hurry and strife of politics just like Business ^{was effort} (5/2)

By conflating Public Administration and Business, Wilson proposes to bring in principles of efficiency, economy, such that a science of administration can be developed.

Like a business, Public Administration should also

Remarks

learn and grow from best practices around through comparison.

However, in contemporary times, as the state has become welfare oriented this view is seen diluting as the field of Public Administration deals with Development Administration, public policy, etc.

Wilson's view was taken forward by NPM, that strived to make administration more business-like, which has now been overtaken by good governance, NPS, etc that views more participation orientation.

Remarks

(b) Mary Parker Follet's theory viewed conflict as inevitable in an organisation due to the presence of diverse views and interests.

She envisioned conflicts to be viewed neutrally and dispassionately as an opportunity to look for innovative and new variables to enhance group working and organisations.

Her theory of resolving conflicts includes demisation, compromise and integration, out of which integration is the most desirable. It essentially looks for new variables and alternatives that leads to consensus.

She proposed circular behavior, law of interpenetration, doctrine of wholes, through evocation of feelings, behaviours, opinions, to minimise conflict, but was cognisant of their appearance coexistence. Confront?

The difference of opinions & interests are actually beneficial for the organisation in the long-run as it leads to a more sustainable & consensus oriented solution, instead of suppressed dissonance that affects functioning of organisation.

Remarks

eg. Conflicts on water sharing led to passage of permanent Interstate water Tribunal Bill.

(c) New Public Administration (NPA) was envisaged as a response to the bureaucratic, positivist, technical and hierarchical traditional public Administration (Golembiowski)

It was expected to usher in relevance, value-orientation ~~and~~ change-orientation & social equity in public administration discourse.

Not the savian that enthusiasts promised.

- It merely gave direction, but no methodology to achieve such change.
- The Minnowbrook Conferences I, II, III did not materialise to concrete theory building.
- It did not recognise the importance of structures in public administration.
- Superseded by other approaches eg. PCT, good governance, etc.

Not the devil critics worried it would be

- Could not divert attention from structures entirely.
- Inconsistencies of values was not adopted.
- It was more of an academic exercise

Remarks

and created no practical changes.

Thus, NPA definitely captured the discourse in 1960s, but was soon overtaken by NPM, NPS, etc. to leave a positive or negative practical change.

(d) The classical Trait theory of leadership propounded that leaders have certain common traits that they are born with or acquire, that determines their leadership ability.

eg. communication skills, decision-making, etc.

The Charismatic approach considers leaders to possess some qualities that appeals to the followers that is cause for their leadership.

There thus exists the same line of thought between both these theories of leadership.

① Dependent on qualities of the leader.

② Quality may be innate or acquired.

③ The quality may not be useful in every situation, but still remains a basis for leadership. word (6)

④ Leaders are thus not trained, rather should be selected based on traits or charisma.

Remarks

It is considered a "new version" because of a few changes:

- ① Followers get to decide what they consider charismatic, as opposed to the common traits.
- ② Followers can stop considering a person to be charismatic, as well.

Thus, the charismatic theory has a more prominent role for followers' perceptions than the trait theory.

- ————— ✗ ← ————— ✗
1. (e) Leaders are considered to take broad decisions on course of action and motivation & building consensus towards those goals.

Managers, on the other hand, use their skills to achieve the objectives in an efficient, effective and economic way.

Why leaders on a higher Pedestal?

- Direct the course of action, final goal.
- Role is motivating and reducing conflicts.

Remarks

- Acts as a guiding light for managers as well.

However, managers become equally important because:

- Efficiency & economy are vital to reduce resource crunch. ^{more needs to be done}

- Conducts essential aspects of POSDCORB needed to achieve goal.

- Can affect the morale of co-workers and subordinates.

There appears to be blurring of the distinction line between the two where leaders are ^{brushing up} ~~are~~ managerial skills, and managers are turning to leadership skills.

In Indian public service, administrators must be exemplary leaders who fulfill duty with managerial efficiency as well.

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Remarks

2. Answer the following questions:

- (a) The criticisms stating Fayol's principles as 'cold-blooded engineering' with no regard for human element seem selective and exaggerated. Critically Comment. (250 Words) (20)
- (b) New Public Management and Good Governance are two theoretical perspectives of the same existential concept, but one has a larger and a much wider practical scope than the other. Explain. (150 Words) (15)
- (c) To talk about the regulatory framework is to talk about governance. Analyse the statement in the context of public-private partnerships and identify the elements of regulation. (150 Words) (15)

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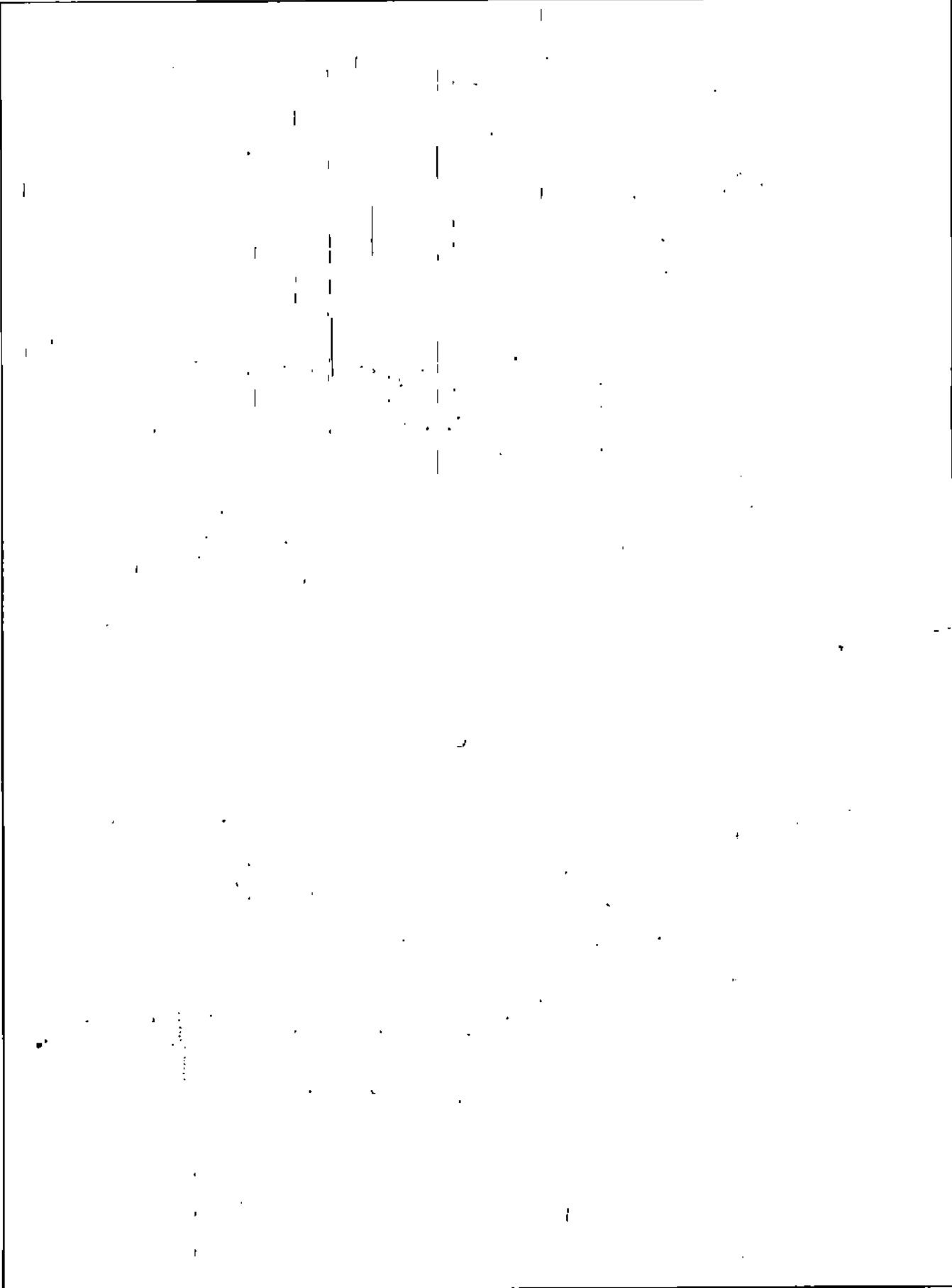
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Remarks

3. Answer the following questions:

- (a) Decision making in an organisation is contingent upon information and communication. Discuss. (Bernard) (250 Words) (20)
- (b) Institutional pluralism is at the core of privatization and is almost synonymous to rampant corporatization. Critically comment. (150 Words) (15)
- (c) In what way is Weber's 'legal-rational' model of bureaucracy seemingly 'irrational'? (150 Words) (15)

3(a) Decision-making was considered to be the most important aspect of organisation by thinkers like Simon, Barnard, etc. It entails three major activities:

- ① Intelligence activity - To identify a decision making situation.
- ② Design activity - To ~~enlist~~ alternatives and their consequences.
- ③ Choice activity - To pick one of the alternatives.

To fulfill the above steps, information and communication becomes a key criteria.

Information

- ① It is needed in the beginning of intelligence activity to correctly identify a decision-making scenario.
eg. Information about Corruption by officer needed to begin investigation, or dismiss such claims.

Remarks

- ① Information in this step plays a crucial role, because misinformation may lead to wrong identification of root problem which will lead to failed decision-making.
 eg. The recent case in Bihar; misinformation about Litchi being culprit, would have diverted attention from malnutrition.
- ② Information is needed in design activity to gauge all the possible alternatives. Incomplete information may lead to false alternatives or fewer alternatives.
- ③ Consequences can be established only through comprehensive information of negative and positive externalities as well.
 eg. absence of Environment Impact Assessment will lead to setting up industries that wrongly impact environment.
- ④ Information in this step is bound to be a constraining factor, because consequences of all alternatives may not be easy to gauge. (Simon's bounded Rationality).

Remarks

- ⑥ Finally, all the information gathered should be structured correctly to reach a logical answer and make the correct choice.
 eg. Use of MIS can help in this step to get all the decentralised information at one place.

Communication

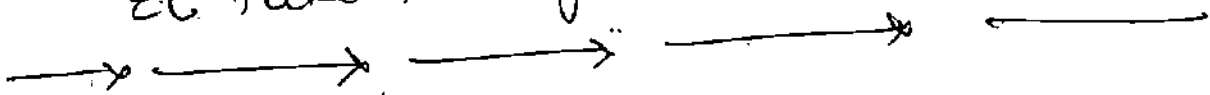
- ⑥ It is needed for the free flow of information.
- ⑥ In intelligence activity, communication is what brings to attention need for decision-making.
 eg. Startup Industries ^{used} communicated to Ministry, need for change in Angel Tax policy.
- ⑥ Communication is thus needed from both within the organisation and the environment.
 eg. Systems model suggests impact of other org. on one org. & vice versa.
- ⑥ Knowledge is dispersed all around the organisation due to specialisation, which needs to be communicated for effective decision-making.

① Decision-making also involves communication of the decision taking to other nodes.

② Acceptance of decisions also depends on communication. → Barnard's concept of zone of indifference

Thus, with the advent of information & communication technology, decision-making has become much more easier & efficient.

eg. use of eVigil App to provide info. about electoral malpractices through ICT, helps EC take the right decision.



3. (b) Institutional pluralism was proposed by Public Choice Theorists like Ostrom, Buchanan, Niskanen, etc. to increase efficiency of service delivery.

The basic premise was that institutional pluralism would tackle monopoly and bring in competition. This would reduce

the scope of corruption, enhance quality of service delivery and weed out un-competitive players due to market dynamics.

Privatization works on the same principle where govt's monopoly in sectors is erased and corporate players are allowed to bring in quality services.

However, institutional pluralism does not necessarily advocate rampant corporatism because:

- ① It could involve ^{good effort} multiple institutions to look after a sector, which need not be private itself.
eg Both CBSE & NCERT are govt. institutions dealing with education.
- ② Even smaller private players are encouraged under 'institutional pluralism' & not necessarily corporates.
eg Push for MSMEs.
- ③ It appreciates role of Govt. in areas that would not bring in efficiency if institutional pluralism occurs, thus choice is given to:

customers to pick govt. choices whenever they feel like.

eg. IITs are still top picks even though multiple private players are present.

④ The pluralism could also be of independent regulators that check on rampant corporatization & illegal practices.
eg. RBI, SEBI, Competition Commission.

Thus, while institutional pluralism thus warrant privatisation it cannot be equated with rampant corporatization due to its very essence being against monopoly (even of corporates)

3. (c) Weber's 'legal-rational' authority was considered the most rational as compared to traditional and charismatic due to its emphasis on rules, laws and its safeguards against arbitrariness.

It was rational due to its objectivity and adherence to facts which was considered

Remarks

its biggest strength.

However, on closer examination, this 'legal rational authority' has hues of irrationality in it:

- ① The authority's emphasis on rules will lead to Goal Displacement (Robert Merton), such that irrationally, the ultimate goal is foregone in the compliance of rules.
- ② The undue safeguards given to such authority (eg. art. 311 in Constitution) leads to complacency & inefficiency which causes irrationality. Wood ⑧
- ③ Alvin Gouldner mentions about the Minimum Standard Performance that becomes the irrational norm that such authority begins to follow.
- ④ Complete ignorance of value aspects & new challenges (eg. IT) leads to irrational actions that do not fulfill any purpose, rather become an obstacle.
- ⑤ The model ignores the dysfunctionality of such a bureaucracy, thus being one-sided

and irrational.

⑥ VA Thomson mentions how solutions to every problem will be looked for in rules & laws, thus ~~cutting~~ innovation & rational problem solving.

⑦ There is scope for empire-building tendency by this authority which may begin to follow Parkinson's Law & Peter principle.

Thus, Weber's model due its rigidity suffers from irrationality that can be overcome by a transformed, sensitive & participative bureaucracy.

4. Answer the following questions:

- (a) "Public administration is ultimately a problem of political theory". (Wallace Sayre)
Comment. (250 Words) (20)
- (b) "The Barnard-Simon Theory of Organisation is essentially a theory of motivation".
Comment. (150 Words) (15)
- (c) RTI is not only about citizen empowerment, but a paradigm shift in the concept of
accountability. Discuss. (150 Words) (15)

Remarks

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SECTION-B

5. Comment on the following into 150 words:

(10 × 5 = 50)

- (a) Delegated Legislation is a necessity as well as an evil. Comment.
- (b) "The legislative control over administration is not as effective as it ought to be". Comment.
- (c) "Work Study" can have multiple interpretations. Comment.
- (d) Development administration is a multi featured enterprise. Comment.
- (e) "Performance Budgeting is a prerequisite for performance auditing". Explain.

(a) Delegated legislation entails entrusting law making powers to the executive. With the rise in welfare state, delegated legislation has become a reality.

Necessity

- Paucity of time with the legislature to deliberate on each & every consequence.
- Rise in technical nature of the subjects that require legislation. less competency of legislators.
- Scope for experimentation & innovation to be left while policy implementation.
- Wider stakeholder consultation possible while delegated legislation is undertaken.
- Dynamic nature of policy making safeguarded.

Remarks

Evil

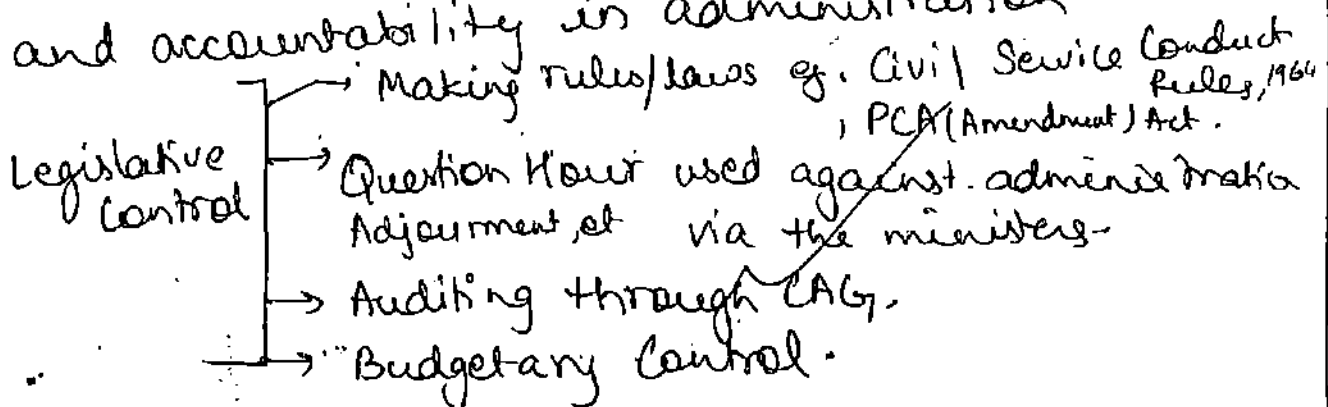
- Against separation of powers.
- Leads to scope for abuse of power by executive.
- May lead to elite/arm-chair legislations.
- Vitality of legislature questioned.

The evils of DL can be reduced, keeping in mind its necessity by:

- (1) Empowering Committee on Subordinate Legislation.
- (2) Delineating scope within parent Act.
- (3) Post-legislative scrutiny.
- (4) Judicial review of DL.

Thus, DL is here to stay and necessary safeguards are possible to maintain its credibility.

(b) Legislative control over administration is enshrined in the principle of checks and balances. It is to usher in responsibility and accountability in administration.



Remarks

However, the effectiveness of this control is questioned because:

- ① Over-dependence on Delegated legislation
 - ① frequent disruptions in Parliament.
 - ② Technical assessment of administrative functioning is lacking.
 - ③ Brute majority of Govt. in legislature
 - ④ Budgetary control is still largely guided by Finance Ministry.
 - ⑤ Protection for administration under art 311 of the Constitution.
 - ⑥ Reductive pricing by CAG.
- This effectiveness can be improved by:
- ① Sending legislations to DR Standing Committees for technical scrutiny. V. Good (6/11)
 - ② Strengthening position of opposition in legislature.
 - ③ Providing safeguards against delegated legislation.

Thus, the legislative control of administration will ensure the ultimate accountability of administration to the people.

5(c) Work Study is the process of recording, analysing, and providing recommendations on how work is conducted. It is an essential component of O&M to identify the flaws and strengths in the current working of organisations.

Multiple interpretations — ^{more} ^{analysis} ^{needed} (5)

- 1° It can be conducted to set benchmark standards of work.
- 2° As a component of performance appraisal
- 3° Conducted to identify wastage leading to work elimination & work improvement
- 4° Conducted to formulate accurate job descriptions, ^{recruitment,} salaries, etc.
- 5° To undertake effective personnel management, right man at the right place.
- 6° Can also become a potential tool for Micromanagement & Neo-Taylorism.

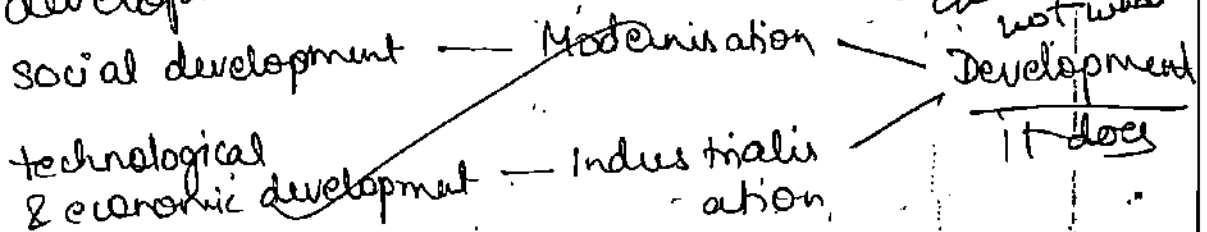
Work Study is vital to be undertaken by organisation. not only for improvement

Remarks

, but also maintenance of standards.

(d) Development administration entails the government actions, policies, strategies, etc. conducted to bring about socio-economic development in the society.

Development administration is multi-featured because it includes every component needed for development:



- ① It includes development administrative development as well, in the form of capacity building, attitude change of the administration.
- ② It includes change management and reduction of resistance against development.
- ③ It includes decentralisation & devolution as it creates diversity & enhances choices that is the core of development administration.
- ④ It features Gender perspective, as

Remarks

challenges of development may be different for different genders (because of patriarchy).

② It incorporates use of technology with the environmental sensitivities in place as well.

③ It includes all those aspects that will make administration goal oriented, change-oriented & result-oriented.

④ Law & order maintenance has a reciprocal relation with DA, where poor DA leads to poor L&O and poor L&O may affect DA.

This is the key point

Thus, development administration has multiple enforcing features with the ultimate objective of upliftment.

Get
concept right

(e) Performance auditing entails checking and analysing fulfillment of objectives of a particular policy, allocation, etc.

Performance auditing thus requires explicit identification of expected objectives for each allotment, which is the fundamentals of Performance Budgeting (PB).

PB goes beyond line budgeting by mentioning desired objectives & outcomes of the budget.

It thus enhances accountability and reduces information - asymmetry in budgeting.

While performance auditing, one will have ^{to} measure achieved objectives with ^{expected} objectives to bring a performance audit. Thus, PB, provides this benchmark to performance auditing such that goal posts cannot be shifted while auditing takes place.

The Hoover Commission's recommendation of PB ^{has a few} ~~does have~~ drawbacks of complexities & quantification which can be overcome in the era of e-governance & AI.

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Remarks

6. Answer the following questions:

- (a) "The term 'Development Administration' can be used only in a broad sense to mark the variety of approaches and points of view". Discuss. (250 Words) (20)
- (b) Performance Appraisal is tool for performance improvement. Analyse its significance for an organisation. (150 Words) (15)
- (c) Administrative Law has expanded over and above what Dicey had postulated. Comment. (150 Words) (15)

(DA)
Development Administration entails the policies, actions, strategies used by Governments to bring in socio-economic development.

~~Dev~~ DA needs to be used in a broad sense because:

① It has different meaning for different cultures, nations, etc.

'Developing countries' is not a homogenous basket.

② It includes various actors involved - Legislature, Executive (Ministers), Administratives, Role of NGOs, CSI, role of citizens themselves.

③ There is strong resistance against DA due to status quo-orientation of people, institutional inertia of administration, etc.

Remarks

Variety of Approaches are followed in Development

Administration:

- ① Administrative development & development administration cycle, where each is needed for the success of the other.
- ② (i) Basic Needs approach ^{/Entitlement} - which entailed giving people basic food, clothing, shelter, education, etc.
- (ii) Rights Based approach - eg. MGNREGA where services are justiciable.
- (iii) Empowerment / Participatory Approach where beneficiaries are active participants in development, rather than passive recipients. ^{Wood effect}
- ③ Gender sensitive approach to Development Administration, eg. the SHG movement, ^{USSWALA} ~~SNV~~ ^{SNV} scheme, Beti Bachao, Beti Padhao, etc.
- ④ Separation of DA from L&D administration

Variety of Views

- ① Anti-development underpinnings against internationally dictated development.
- ② Shift towards bottom-up development from top-down development.

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③ Need for greater collaborations for development eg. NGOs, networking, sub-federalism, etc.

9/12

A narrow view of DA, would fail to address all these approaches and views.

A narrow view would restrict itself to study singular aspects of DA in silos.
eg. Structure of DRDA for development.

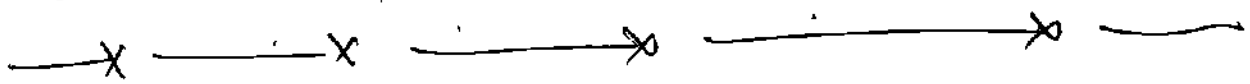
However, this approach would not incorporate people's response, inter-agency coordinations, the evolution of different approaches and views, etc.

Such a constricted view would face the same resistance that the Great Grand Development Thesis faced due to its insistence on a single definition and method to attain development.

Remarks

The different approaches also helps identify the drawbacks in DA (eg. overdependence on bureaucracy) which can then be rectified (eg. contracting out MDM scheme to Akehaya Patra) by involving more players.

Thus, it becomes imperative to use the term DA in a broad sense taking cognisance of the various approaches & points of views.



(b) Performance Appraisal entails analysing the performance of workers both quantitatively and qualitatively. It helps to gauge the efficiency & effectiveness of workers, identify drawbacks and to rectify the same.

Performance Appraisal includes

- amount of work done
- quality of work.
- colleague relations
- Responsibility & initiative taking.
- Noting errors in performance.

Remarks

Significance of performance appraisal in organisations:

- ① It helps to identify the lacunae in performance of workers, which if can be rectified leads to performance improvement.
- ② It helps assess whether emoluments and other inducements are commensurate with performance
 ↳ Thus, helps maintain Contributions - Satisfaction equilibrium level (S)
- ③ Helps by acting as a metrics for promotion on the basis of merit.
- ④ Since the desired objectives are already disclosed, & worker consultation is warranted it leads to reduction in arbitrariness & conflicts.
 eg. works on principle of Stacey Adam's Equity Principle.
- ⑤ Helps gauge the efficacy of recruitment and training, if found lacking can lead to its improvement.

Remarks

- ⑥ It leads to constant feedback to the employee which is key to maintain motivation (Porter-Lawler theory)
- ⑦ Attract & retain quality workforce
A transparent and effective appraisal system thus, can do wonders for the work culture of the organisation.
eg. 2nd ARC recommends for 360° Appraisal for civil servants that will also serve purpose of accountability.
- (c) Administrative Law entails certain laws, rules, by-laws, etc. fulfilling the purpose of preventing abuse of power and arbitrariness in the functioning of arbitrateness.
Dicey's postulation was a critique of the Droit Administratif, where the administrators had a separate court (Conseil De'etat) which Dicey found to be against Rule of law, thus he envisioned Administrative Law to

Remarks

not provide privileges to administrators, and any court verdict, could be challenged in Courts of Law:

The present conception of Administrative Law goes further than to merely check such actions, but also to enhance administrative efficiency: *good effect* (7/12)

① Delegated Legislation (DL)

Dicey's conception would not have scope for DL, where present Administrative Law ensures that DL meets challenges responsibly limiting scope for misuse.

② Administrative Adjudication & Tribunals

Tribunals do not follow strict procedures because importance is given to timely disposal of cases to increase efficiency of utility provision.

③ Civil Services Conduct Rules & Code of Ethics

Not only check arbitrariness, but ensure

values of public services, initiative taking, etc. This change in character of AL from time of Dicey has occurred due to:

- ① Rise in welfare State
- ② Rise in technological advances, e-governance, etc.
- ③ Rise in scope for civil services Activism.

Thus, Dicey's negative conception of AL, has given way to a more encompassing, and assistive form of AL with ultimate objective of welfare.

7. Answer the following questions:

- (a) The categorization of 'Balanced' and 'Unbalanced' polities is nothing but an attempt to vindicate futile academic theorization of Comparative Public Administration - (Riggs). Comment. (250 Words) (20)
- (b) Public borrowing can have varied effects on the economy. Examine. (150 Words) (15)
- (c) Tribunals and the Executive should have the same relationship as the Executive and Supreme Court/High Court. Comment. (150 Words) (15)

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Remarks

8. Answer the following questions:

- (a) "Public Administration is considered synonymous with policy implementation". Argue. (250 Words) (20)
- (b) Drucker said "Management principles should not tell us what to do, but only tell us what not to do". Do you agree? Give reasons. (150 Words) (15)
- (c) "Rationalism" and "Incrementalism" are the two sides of the coin called "Public Policy". Explain. (150 Words) (15)

8. (b) Peter Drucker was the proponent of Managerial principle through Management by Objectives. An advance to such a concept is Management By Exception, where management comes into picture only when something goes wrong & help is needed. ~~to correct~~ ~~page~~ had effort

Management principles should focus on ^{effort} what not to do; rather than telling us ⁹ what to do because:

- ① It increases initiative taking ability of people & reduces scope for micromanagement.
- ② It respects the maturity of workers to take right decisions (Chris Argyris)
- ③ It sets ground rules of unacceptable actions, thus widening the scope for

Remarks

innovation within these broad contours.

- ④ Acts as a motivator to people.
eg. Theory Y of McGregor where people like taking responsibility provided option is given.
- ⑤ Acceptance to decisions will be more as people will be more connected with the decisions they have taken for themselves.
- ⑥ The manager thus shows leadership qualities according to Path Goal Theory being supportive & achievement-oriented rather than dictating.
- ⑦ It will lead to more possibilities via conflict resolution & integration (Follett) as each worker plans a course of action.

However, in some cases managers do need to tell what needs to be done.

- ① Unstructured work.
- ② High conflict within organisation.
- ③ Poor ability & willingness of workers.

Thus, Drucker's statement holds true in most cases, while it should keep space for exceptions.

(c) Public Policy entails broad authoritative guidelines or actions towards a desired goal. The correct approach towards public policy has been up for debate, with Incrementalism & Rationalism being on opposing ends.

~~Incrementalism~~ Rationalism suggests policy should be arrived at based on facts by analysing situations, choices, consequences, etc. holistically. It does not give space for value considerations.

(Lindblom)
Incrementalism on the other hand suggests that rational policy demanding big changes.

Remarks

is bound to face challenges, thus prescribes marginal changes to achieve policy objectives. Such changes will have value-considerations, will be easy to implement and will be acceptable.

These two sides of the coin seem irreconcilable, however, thinkers like Dror have proposed an optimum model that proposes both rational & extrarational aspects to fulfil policy objectives.

Amitai Etzioni's Mixed scanning also proposed using rationalism for goal finalisation, but incrementalism to reach such goals.

Rationalism would discard incrementalism as not being the best alternative but it is vital because public policy implementation does occur in value-laden premises.

8. (a) Public Administration according to narrow view is limited to the Executive which deals with policy implementation.

Policy implementation is the key aspect of public administration because it acts as executing agents via the field agencies. Administrators are ~~so~~ seen implementing policy created by legislators.

However, public administration is involved in all arenas of policy making & public policy.

① Policy formulation

Information & guidance to political executives is given by administrators due to technical expertise.

② Policy education

Through extension services, field agencies

public administration spreads information about the policy

③ Policy Monitoring

Public Administrators not only implement but also analyse & monitor policy for any drawbacks.

④ Policy Evaluation

The externalities, grievances, etc are assessed, effectiveness of the policy gauged.

⑤ Inputs for further policy

The field administrator assesses policy vacuum by citizen interaction to advice in formulation, amendment of policy.

Thus, public administration pervades the strict boundaries of policy implement

Remarks

-ation and makes its presence felt in every domain of public policy which further dilutes the administration-politics dichotomy.

~~Real~~ Training of administrators should thus include training in all these steps as well.

Remarks

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Remarks