

TEST CODE 6 3 5 6 1
196636_63561_1910098856_(2023-07-07 17:34:57)

FIAS | ATS 2023 | Batch 2 | PA #1

Time Allowed : Three Hours
समय : तीन घंटे

Forum IAS

Maximum Marks : 250
अधिकतम अंक : 250

PUBLIC ADMINISTRATION / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	DHROV SAPRA		
Roll No./अनुक्रमांक	1910098856	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	ONLINE (1900)	Date/दिनांक	07.07.2023

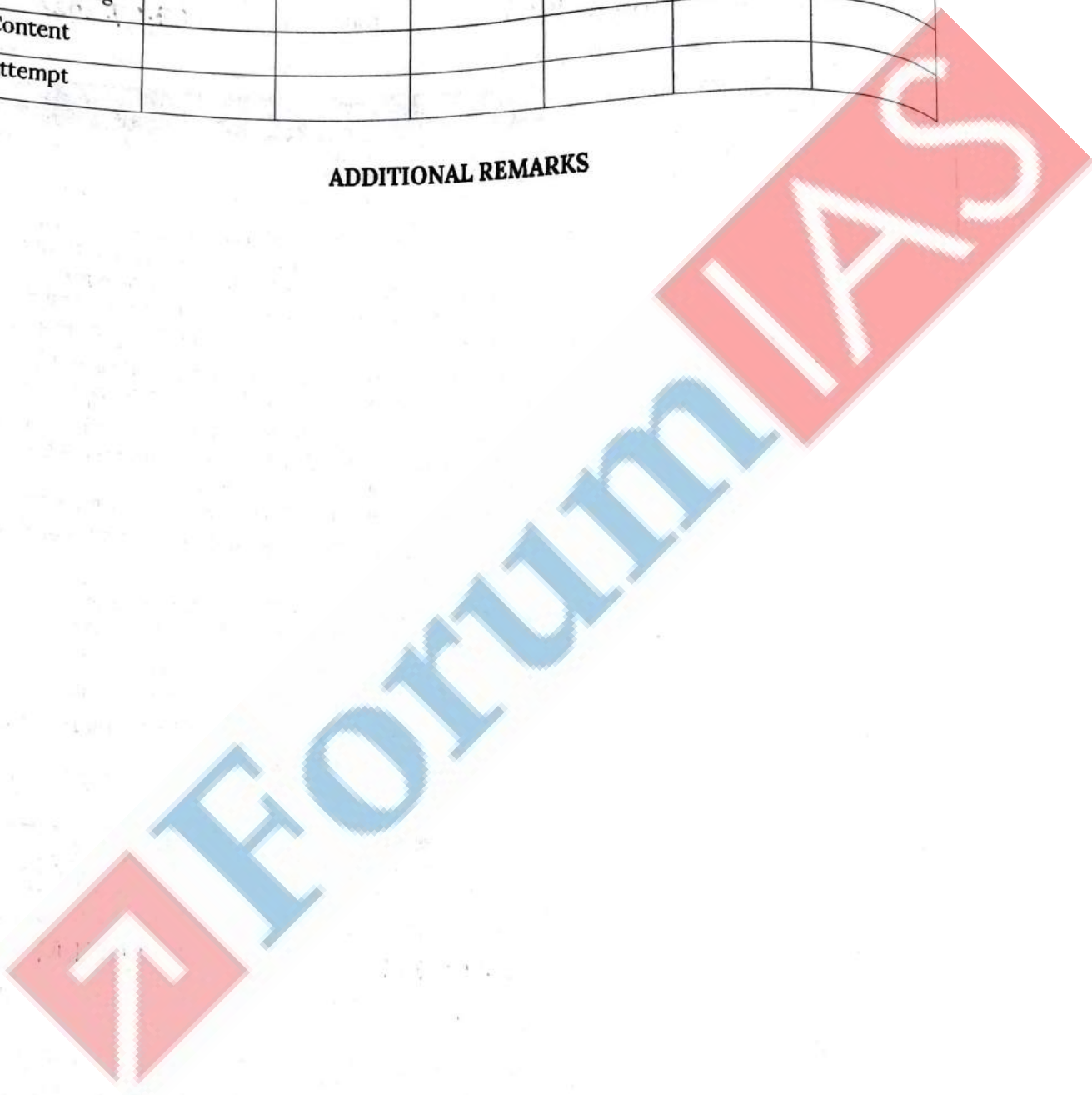
*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश		
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile). उत्तर पुस्तिका में उपयुक्त विवरण (जैसे नाम, ईमेल, रोल नंबर, मोबाइल) प्रस्तुत करें।		
1			2. There are EIGHT questions divided in two Sections in the question paper. Question 1 and 5 are compulsory. You can attempt any THREE out of the remaining, Choosing at least ONE Question from each section. प्रश्न पत्र में आठ प्रश्न दो खण्डों में विभाजित हैं। प्रश्न 1 और 5 अनिवार्य हैं। आप प्रत्येक खंड से कम से कम एक प्रश्न चुनकर, शेष में से किसी भी तीन का प्रयास कर सकते हैं।		
2			3. The number of marks carried by a question/part is indicated against it. किसी प्रश्न/भाग द्वारा दिए गए अंकों की संख्या उसके सामने दर्शाई गई है।		
3			4. 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. उत्तर प्रवेश प्रमाण पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जिसका उल्लेख इस प्रश्न-सह-उत्तर (QCA) पुस्तिका के मुखपृष्ठ पर दिए गए स्थान में स्पष्ट रूप से किया जाना चाहिए।		
4			5. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाना चाहिए।		
5			6. Content is more important than content length. विषय-सामग्री लंबाई की तुलना में विषय-सामग्री अधिक महत्वपूर्ण है।		
6			7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़ा गया कोई भी पृष्ठ या पृष्ठ का भाग स्पष्ट रूप से काट दिया जाना चाहिए।		
7					
8					
Total/कुल अंक	250		For Student Only / केवल परीक्षार्थी प्रयोग हेतु		
Evaluator's Discretion/मूल्यांकन कर्ता का विवेक:	Start Time/प्रारंभ करने का समय :		End Time/समाप्त करने का समय :		
	12:00 PM		03:05 PM		
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि :		Online/ऑनलाइन <input checked="" type="checkbox"/>		Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु		
ECN CODE/ ईसीएन कोड :		EG/ईजी :		Evaluation Date/ मूल्यांकन तिथि :	

Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the office centre to meet over call 7 days, Timings - 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL REMARKS



Section- A

Q.1) Answer the following questions in about 150 words each:

a) Show how the content and context of public administration is evolving and expanding.

(10 Marks)

The discipline and practice of public administration is an ever expanding phenomenon. Beginning from Woodrow Wilson's, The State of Administration, the discipline has evolved over a period of time.

Content of public administration evolving and expanding

① It began with the Political-administrative dichotomy that established Political questions as different from administrative questions

② It led to principles of administration and universal theories. Content given by Taylor, Fayol, Gullick, Urwick

③ further expanded to include the human aspect through Human Relations and Behavioral of Elton Mayo and Barnard.

④ Scientificism was adopted by Simon's decision making theory. Finally a comparative approach given by Riggs

⑤ It further provided New Public Administration which kept values at the Centre. Culminated into New Public Service of Dunbar & Dunbar

Contextual change in Administration

① Evolved from closed system approach of structuralists to open system of System's approach.

② from Value Neutrality to values as main goal in the NPA (apart from equity, Customer Centric)

③ from looking only at regulatory (tax + law & order) or stability and continuity to development administration & welfare

④ from Bureaucratic centric to New public management and participative management

Hence, public administration as a discipline has observed an ever expanding and evolving phenomenon with welfare as core.

Feedback
(For OFFICE use)

Structure/

Question

Content

Value

Total

b) Explain the concept of rationality and methodological individualism as used by public-choice theorist. (10 Marks)

Public Choice theory developed as part of the Neoliberal philosophy. It talked about institutional pluralism and choice maximization.

The famous proponent of this were - Anthony Downs and William Niskanen.

They gave the concept of rationality and methodological individualism.

Rationality

- ① As per them, every individual is capable of making a perfect choice out of given options.
- ② He can perform cost benefit analysis to find the option that provides maximum pleasure & value for money.
- ③ Perfect rationality is possible when he has all the options available to him to choose from.

Methodological Individualism

- ① It means that individual is the basis for decision making and not the group or collection.
 - ② A person takes decision based on his own preferences, his own choice and his own pleasure.
 - ③ He is fully capable at individual level to take decisions that are rational.
- eg In free market economy, a person has many options to choose from. He chooses the option based on his individual choice and the one that provides more benefit at lowest price.

However, as shown by Herbert Simon, there are limitations to rationality. Every person has a bounded rationality that limits the kind of choices he makes into satisficing choices.

Feedback
(For OFFICE use only)

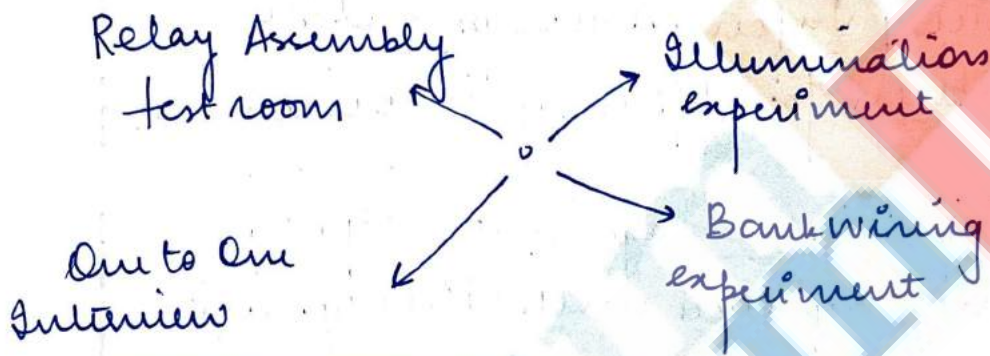
Structure/
Question
Content
Value
Total

c) The Hawthorne experiment defined the social structure of the organization. Discuss.

(10 Marks)

The Hawthorne experiments were done by Elton Mayo to understand the human aspect of the organization its impact on the efficiency.

The experiments done by him



They defined the social structure of organization

① showed that work is a group activity opposed to individual as shown by classic.

② Motivation is a multi dimensional concept.

* Includes social-psychological factors like self esteem, pride, recognition etc.

* Opposed the Economic Man of Taylor.

196636_62561_1910098856 (2023-07-07 17:34:57)

③ Helped in rejecting the Rabbi's hypothesis i.e. Workers only work for self and not for others

* In Bank Wiring, instead of reducing efficiency after reduction / change in salaries, they worked together

④ Importance of Informal groups and the leadership therein for efficiency improvement

⑤ The participative management helps in attaching the employees with the organization

eg In One to One Interview, employees felt their grievances are heard.

However, the Hawthorne only looked at a narrow human aspect - social psychological needs. Opposed to Behavioural that looked at complete dynamic - leadership, communication, motivation & decision making.

Despite all this, HRT became the stepping stone for understanding social structure and making human vital part of organizations

Feedback	
(For OFFICE use)	
Structure/	
Question	
Content	
Value	
Total	

196636 63561 1910098856 (2023-07-07 17:34:57)

d) "The distinction between line and staff is relative rather than absolute" Discuss.

(10 Marks)

The line and staff agencies are 2 parts of the organization that work in synergy to improve efficiency.

The line are the on ground employees, mostly specialists that implement the policies that are prepared by the staff, mostly generalists.

Distinctions between them relative

① With the presence of tenured system, the line and staff interchange their position and learn each other's limitations.

② The staff agency might be a line agency to a higher authority.

eg → office of DC, considered as staff for the block level offices. But it is itself a line agency for the State Secretariat.

③ Their positions become relative if they are both ready to learn from the policy implementation.

eg) Double loop feedback can help in reducing the gap and information deficiency.

④ Their positions can come onto the same level if there is proper communication between them.

eg) Sinking pin model of Likert

⑤ If there is principle of subsidiarity followed, the line agencies could be empowered to form rules/regulation on their own instead of waiting from staff.

The line-staff agencies work together to ensure the welfare of people is fulfilled. Irrespective of the distinction, they form the part of the system that ensure development administration.

Feedback	
(For OFFICE use)	
Structure/	
Question	
Content	
Value	
Total	

196636_63561_1910098856 (2023-07-07 17:34:57)

e) Evaluate the criticisms of Herbert Simon on principles of classical theory. (10 Marks)

Herbert Simon was a behavioural thinker that came up with his decision making theory to instill scientificism in public administration.

He was highly critical of the principles of classical theory. Some of the criticisms given by him:



Evaluation of Criticism

① While he criticized the political-admin dichotomy, he himself resorted to fact-value dichotomy. In a way brought back into administration - positivist character.

② By saying principles as mere piousness, he

himself later on made use of hierarchy in his theory to ensure better coordination.

③ He propounded fact based decisions for complete rationality. However, he came up with "bounded rationality" & administrative man.

④ He said values and emotions have no place in administration. However, this was negated by Robert Dahl, who said values are vital to it.

⑤ Like the classical thinkers, he made usage of discipline and authority which he criticized of them.

Hence, the classical theory which has been subject to criticisms has some essential features that help in promoting efficiency.

The criticism of Herbert Simon is not justified to an extent cannot negate the importance of classical theories that played an important role in making discipline of public administration.

Feedback
 (For OFFICE use)

Structure/

Question

Content

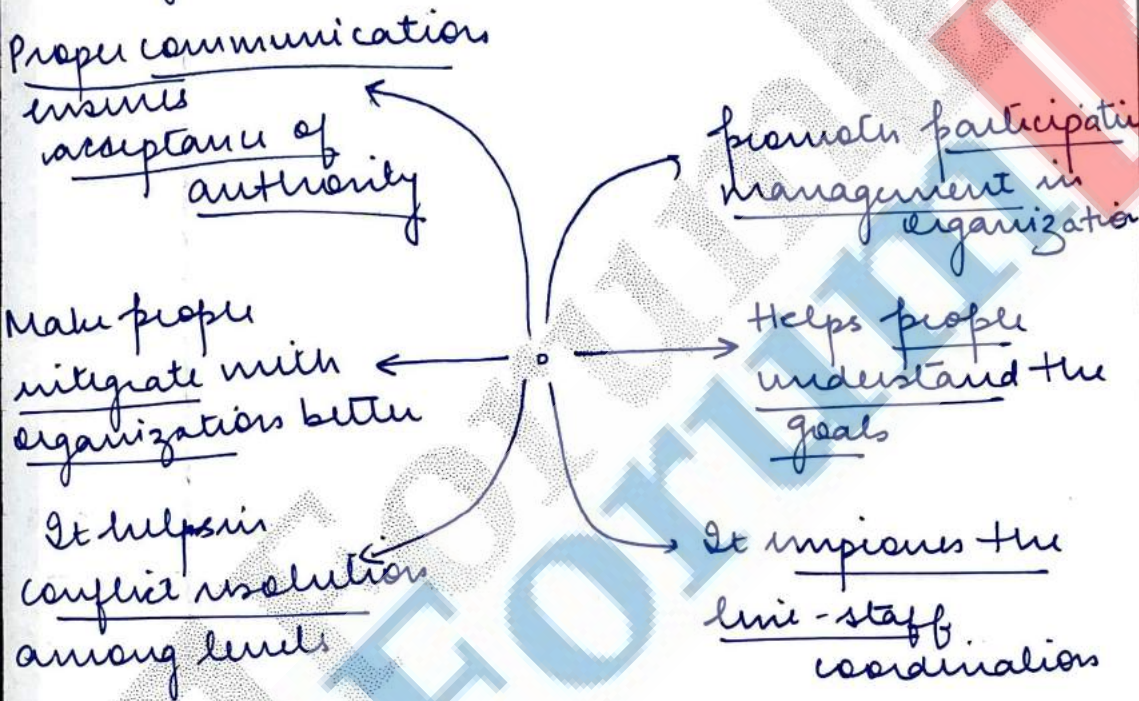
Value

Total

Q.2) a) "A managerial leader should effectively communicate to motivate his team." Discuss in the light of inter-linkage between motivation and communication? (20 Marks)

Ans) Chester Barnard said that Communication is the "nerve centre" or the most important part of an organization.

Communication plays an important role in the organization



One important aspect of an efficiency of any employee is how motivated he is.

As per Barnard, if the satisfaction > contribution he would be efficient in his functioning and help the organization grow as well.

Communication can play an important role in enhancing the motivation levels

① Proper communication would ensure that employees are able to air their needs to the management properly.

eg If certain hygiene factors are absent, management can work on them to motivate them.

② Proper communication ensures employees as part of the organization. They would feel attached to it and subsume individual goals to organizational goals. - participative management

③ Employees can ask the management or the manager to ensure job enlargement or enrichment with proper communication.

④ Proper communication ensures double loop feedback. Both the line and staff

196636_63561_1910098856_(2023-07-07 17:34:57)

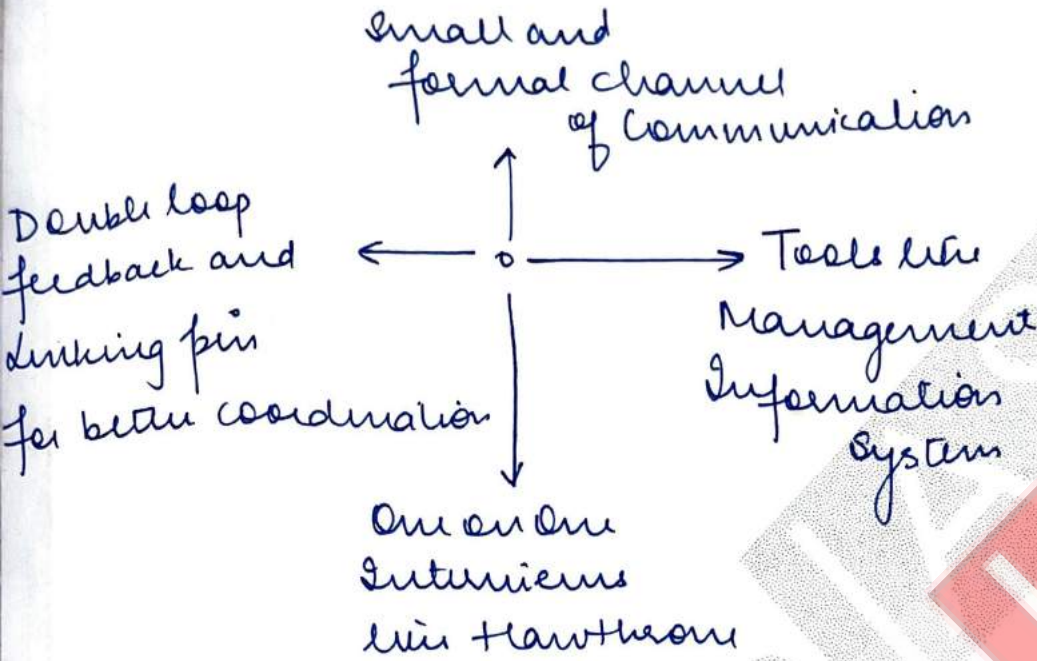
agencies learn from the outcome of any policy. It motivates the line agencies as they feel, there is collaboration with higher management.

⑤ Proper communication leads to order falling in Zone of Indifference of an employee. It makes him understand the work and motivate him to work for goals.

⑥ Proper managerial communication can enhance the emotional intelligence for a manager. By better understanding them, he can create conditions for their motivation.

⑦ It helps in proper grievance redressal and improves the work culture. It further leads to better motivation at office spaces.

The way to improve communication at work place:



To further improve the communication and motivation levels, Revisi Sikut System IV (participative management) should be implemented.

Hence, communication can play an important role in enhancing the motivational level of employees and organizational efficiency.

Feedback

(For OFFICE use only)

Structure/
Question
Content
Value
Total

b) What is morale? What is its significance and suggest some measures to foster morale in an organization. (15 Marks)

Morale is the ability of a group to work together and achieve the common objectives of the organization.

It is a group phenomenon as employees in a group tend to feel in the same way.

Significance of Morale

NEED

→ It ensures the people in the organization work single mindedly towards the attainment of goal

→ It helps in overcoming the internal conflicts and work as a team for the organization

→ A high morale group would ensure that they deal with uncertainties and challenges together.

NEED

→ In a high morale group, individuals would subsume their individual goals under the organizational goals

→ A high morale group would pull together everyone and fight against the systemic soldiering

→ It would act as informal group that would put peer pressure on the non performers to perform as per expectation

Some Measures to foster Morale in the Organization

- ① Clear communication of the goals and expectations of the management to the employees
- ② By understanding needs of the people and trying to fulfil them. A high motivated employee would create high morale group.

- ③ By promoting principles of Corporate governance and values- equity, diversity respect.
- ④ By creating a positive image of the organization, of their workplace in the society. It would boost morale of people.
- ⑤ The management should have Theory Y assumptions about the employees. Also incorporating System IV of Rensis Likert can improve morale.

Hence, morale plays an important role in the efficiency and working of organizations. By having a humanistic approach, morale of a group can be increased for better efficiency.

Feedback

(For OFFICE use only)

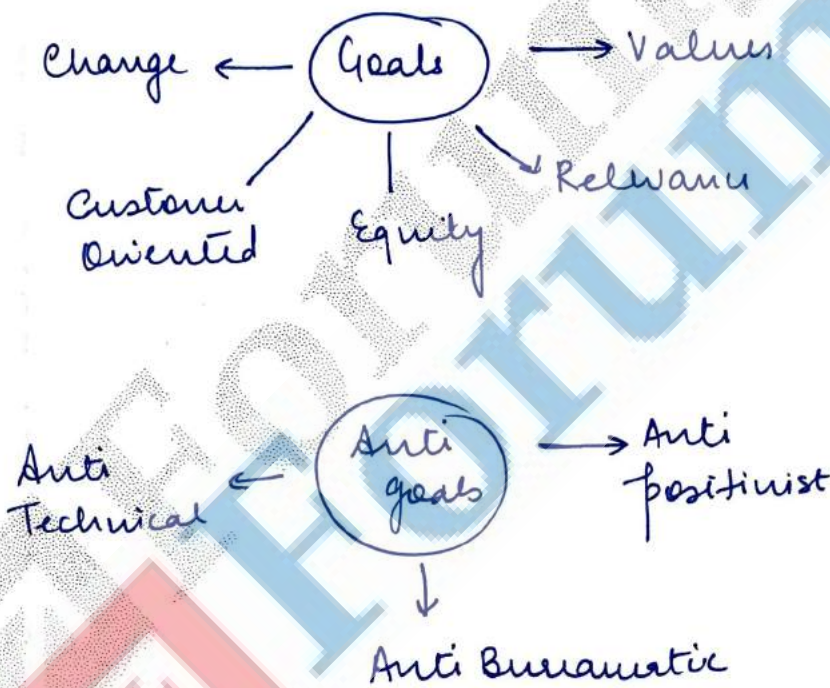
Structure/
Question
Content
Value
Total

196636_63561_1910098856_(2023-07-07 17:34:57)

e) Fabric and thread do not matter, how the fabric is woven matters for newness. Discuss the statement in the context of New Public Administration (NPA). (15 Marks)

The New Public Administration was a radical approach that developed after the First Minnowbrook conference under the leadership of Dwight Waldo.

Some of goals and Anti goals of NPA



The NPA tried to give it out new ideas for the betterment of the administration, but it ended up just new fabric and thread.

196636_63561_1910098856_(2023-07-07 17:34:57)

The reason because

REASON

- It did not come up with any new alternative structure to challenge the Weberian Bureaucracy
- The ideas given by them are very abstract in nature
- They did not provide any method or how to implement those ideas in real life administrations
- While it made values as central to administration, it did not list out them explicitly
- The NPA was centric around the United States with the 1st Minnowbrook dominated by western thinkers. it completely ignored the Global South

Instead of the new ideas, it is more important on how they are implemented.

① The anti bureaucratic stance was implemented through New Public Management - Reagenism in United States

② Value became an integral part of administration through the Good Governance principles of World Bank.

③ Important reforms like RTI, Citizen charter, Social audit are implemented in the same Weberian Bureaucracy to actualize the ideals of the NPA.

Hence, the new ideas themselves are of little practical use if they are not implemented properly.

Many reforms in India like Mission Karmayogi lateral entry have shown that the noble principles can be implemented in the same Weberian bureaucracy to achieve the efficiency. Their implementation matters more.

Feedback

(For OFFICE use only)

Structure/
Question
Content
Value
Total

Section- B

Q.5) Answer the following questions in about 150 words each:

a) In a hierarchy every employee tends to rise to his level of Incompetence. (10 Marks)

The Weberian Bureaucracy envisages a model of administration that has a strict hierarchy and time based promotion.

The Bureaucracy is often affected by the Parkinson's principle. It states that the size of the Bureaucracy increases without much improvement in the efficiency.

It states that Bureaucracy creates work for itself and becomes huge. It further is affected by Peter's principle.

It states that even incompetent people can reach to the height in administration leading to overall inefficiency.

The size of Bureaucracy and hierarchy leads to this because:

REASON

→ Due to Parkinson's law, there is a top heavy bureaucracy that causes people below to rise

→ There are timely promotions in Weberian Bureaucracy as it promotes objectivity & inhibits favoritism

→ There is Rank classification in the bureaucracy that does not take into account the workload but only portions for promotion

→ The advent of non-patrimonial bureaucracy and failure of traditional methods of performance evaluation

To ensure only deserving people rise in the hierarchy, we need to have proper 360° evaluation. A scientific Performance Management system and moving away from traditional Annual Confidential Report system.

Feedback (For OFFICER)

Structure

Question

Content

Value

Total

b) How does the problem of coordination hamper administrative and democratic decentralization? Discuss with examples. (10 Marks)

Coordination is an important principle of public administration. Many thinkers including Fayol, Gullick and Sellett have talked about its importance.

Coordination as an inhibition for administrative and democratic decentralization

① To ensure uniformity in decision making and its implementation, power is centralized at the top. It is believed it leads to better coordination.

eg for disaster management, NDMA acts as the centralized body to form rules and coordinate with all ministries.

② As sphere of control is less for a person (7-8) as per Gullick & Urwick, multiple levels are created for better administration.

eg In India, there are 15 levels from bottom to top Secretary level.

196636_63561_1910098856 (2023-07-07 17:34:57)

③ It is widely believed that without one single point of contact or node, there is very difficulty in ensuring coordination. It leads to high level of centralization in organization.

Ex: In departments, Secretary is responsible to ensure coordination.

④ To ensure coordination, unity of command and scalar chain are formed. It binds the organization together, leading to less decentralization.

In modern times, better coordination along with decentralization can be ensured with the help of technology.

Ex: MIS, digital tools like Slack can be used to coordinate better while giving more power at lower level.

Feedback
(For OFFICERS)
Structure
Question
Content
Value
Total

196636_63561_1910098856_(2023-07-07 17:34:57)

c) Globalisation in the era of digital communication is moving toward where world is flat.

(10 Marks)

Globalisation is the process of free flow and movement of people, ideas across the world without any barriers.

Digital communication has acted as a catalyst for dismantling the hierarchies as envisaged by many Post Modern thinkers.

It has led to a flat world because

① It has enhanced the volume and speed of communications. It ensures easy coordination and classical era hierarchies are not required.

② It has promoted networked governance where there are coalition of actors, i.e. Government, NAO, People, foreign institution at one level.

③ It has promoted the participation of specialists cutting across hierarchies.

196636_63561_1910098856 (2023-07-07 17:34:57)

To ensure service delivery.

↳ Matrix Organization

④ Advent of knowledge economy due to digital communications, people are self regulated & controlled. Classical hierarchies are not needed to control them.

⑤ There has been proliferation of start up culture & work from home and free lancing that promotes hierarchy less organizations

However, despite digital communications, hierarchies are required in huge public organizations for better control and efficiency

Globalization has promoted the ideas of dynamic administration of M.P. Follett and prompted organization to be more organic.

But there has to be a balance between the flat and hierarchical organization for betterment of people.

Feedback
(For OFFICE use)

Structure/

Question

Content

Value

Total

196636 635611910098856 (2023-07-07 17:34:57)

d) Discuss various methods adopted by Post-modern thinkers for studying the Public Administration (10 Marks)

The Post Modern thinkers and theories developed in the 21st century as a result of the criticism of the traditional and classical theories.

Some of the methods deployed by them

METHODS

- Deconstruction of hierarchy
 - Promoted flat organization and studied organization from it.
 - Talked about self regulation of employees
- Diversity
 - They saw administration from a diverse point of view
 - Tried to inculcate the ecological factors - cultural, environment aspect
- Importance of language
 - They tried to understand the importance of language in the success of administration. eg Instructions and scheme names in local language. → SWACH BHARAT ABHIYAN

METHODS

Ambiguity in Administration

- As opposed to the static structure and situation envisaged by classical, they focused on the ambiguities and non-predictable nature of admin.

eg) How it functioned during COVID-19 and situational specific solutions

People Centric

- They kept the aspiration of the people as the center point to understand the administration

The Post Modern thinkers tried to re-eval and read the administration from the perspective of 21st century. It aims to make it relevant and responsive for the changing environment & needs.

Feedback	
(For OFFICE use)	
Structure/	
Question	
Content	
Value	
Total	

e) "Communication is authority". Elaborate.

(10 Marks)

Communication was defined as the nerve centre for any organization by Barnard. He highlighted it as one of the functions of Executive.

He also talked about the "theory of acceptance" of authority. In this, the subordinates accept the authority of the seniors under some conditions.

In such case communication plays an important part in authority:

① Communication ensures that the subordinates accept the decisions taken by management.

* For that to happen, it should end up in the Zone of Indifference for the employee.

② Clear communication indicates the employees that the decisions taken are in line with goal of organization, and he accepts authority.

③ It makes the employees understand that the superior is ready to take responsibility for his actions - and he accepts authority

④ Proper communication removes any confusion and anomalies in the orders for employees, and they accept authority

⑤ From outside, it may seem that there is top down authority, but in reality there is a clear line of communication, that enables

direct link between superior & subordinate

In such a scenario, the juniors accept the authority of the management, as they feel that it is good for the organization.

Hence, communication plays an important role in the authority in an organization.

Feedback
(For OFFICER)

Structure/

Question

Content

Value

Total

Q.6) a) The organic view of organization by Chester Barnard can be considered as the origin of Post - modern public administration. Comment (20 Marks)

The organic view as propounded by Chester Barnard included the social-cooperative model.

In this, people come together due to certain necessities of ecological factors - social, economic etc.

The post modern public administration developed in the 21st century on the backdrop of their criticism of the traditional/classical theories.

Social-cooperative system as origin for Post Modern

① The organic view of organization said that humans are intrinsic to organization. They are dynamic structures rather than static.

* The post modern talks about taking into account the diversity and the different kind of people. It builds upon the dynamism of Barnard.

② Barnard talks about hierarchy less organizations for the humans to work.

* Similarly the post modern worked on it to deconstruct the hierarchies and the chain of organization

③ Barnard in his decision making talked about how decisions can be either accepted or rejected by the union. It depends on whether they land in Zone of Indifference or Resistance

* On similar lines, the post modern talks about the presence of ambiguity and uncertainty in governance.

* The decisions taken might have multiple dimensions that need to be taken into account.

However, the post modern had many factors that were developed apart from organization

of Barnard:

① Unlike the universal theory given by Barnard, the post modernist men dismissed of it.

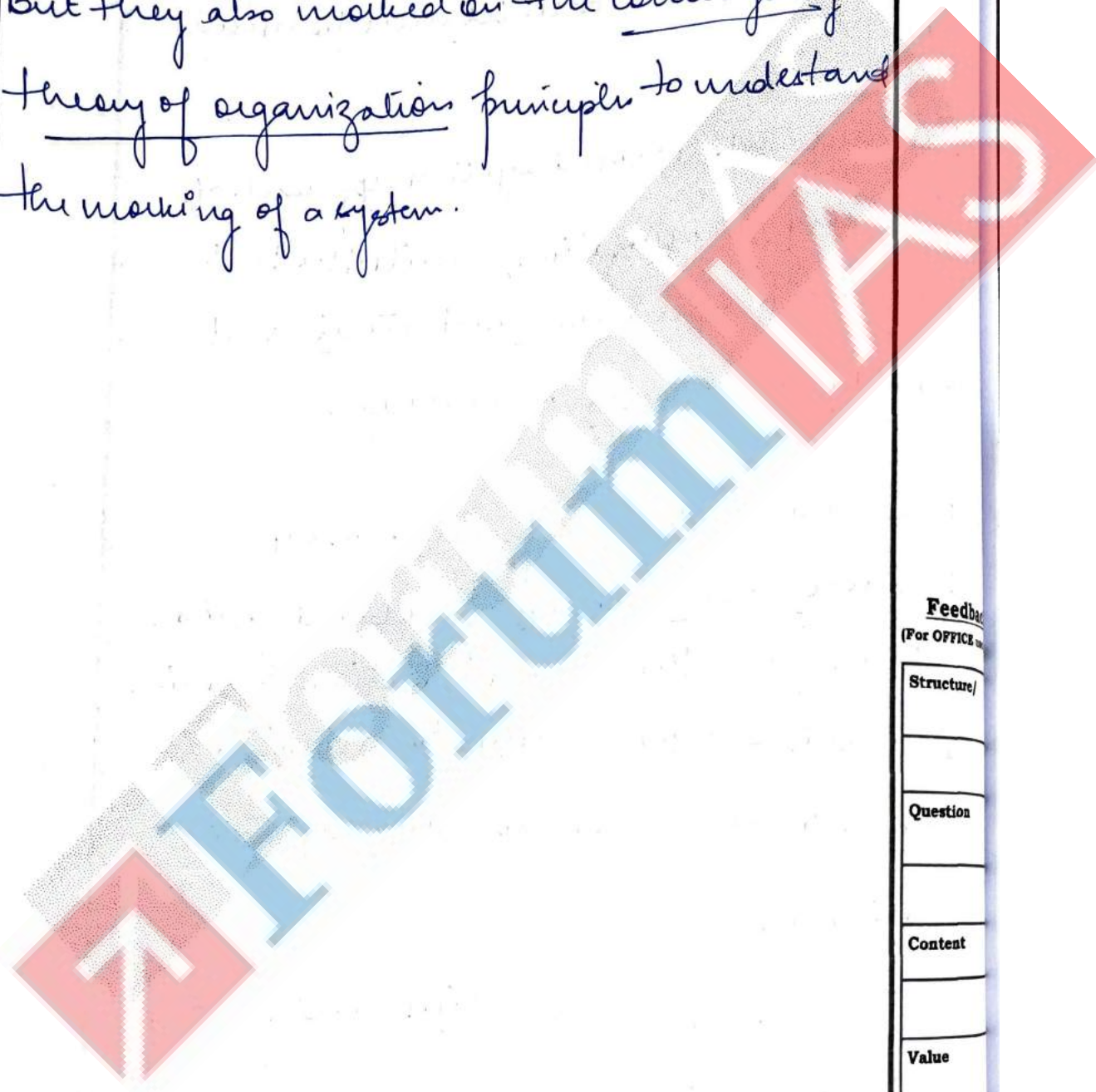
② Barnard took a closed system approach of his theory / organization, while the Post Modernist propounded contextual and socially constructed knowledge.

③ Post Modernist had special focus on discourse and language for organization. It stems from the communication principles of Barnard, but goes further to work in local dialects and easy language for efficiency.

④ It promoted collaboration and participatory governance.

It can be said that post modernist worked upon the foundation given by Barnard.

But they also worked on the contingency theory of organization principles to understand the working of a system.



Feedback
(For OFFICE use)

Structure/
Question
Content
Value
Total

196636_63561_1910098856_(2023-07-07 17:34:57)

b) Do you agree with the view that the behavioral approach to the study of organization is a continuous phenomenon? (15 Marks)

The behavioral approach to study of organization looks at the complete human dynamics and its impact on the behaviour and efficiency of the organization.

It looks into:

Decision Making

Communication



The behavioral approach and why it is a continuous phenomenon:

① The approach centres around the dynamic nature of the human. The human himself loaded with values (as said by Robert Dahl) brings in subjectivity, that needs continuous evaluation.

② Chester Barnard talks about organization as social cooperative system.

* People come together because of limitations like social, economic etc

* With changing times, these limitations

96636_63561_1910098856_(2023-07-07 17:34:57)

might change.

eg) A higher level need might replace a lower level need for which person joined organization

③ With changing technology, there are different ways of communication that happen.

* Globalisation has prompted digital communication that has led to flat organization

* An organization would change in that scenario

④ The decision making process of organization has changed.

* They have to take into account the sustainability, CSR into fold.

* It demands continuous change in how organizations are studied

⑤ Similarly, the leadership also changes with respect to context and situation.

There are selective adaptation in leadership

as well.

⑥ Apart from this, the social structure of the organization and outside world keep on changing. It calls for both satisfying decisions.

eg Now, we have to include LGBTQ+ in our expanded public policy decisions.

The behavioural approach has to adopt a continuous approach to study the dynamics of an organization.

The changing nature, however, does not impact the core that humans and their social psychological aspects are at the centre of the study.

The degree and their form may change, but humans remain the centre of the continuous phenomenon of behavioural approach.

Feedback

(For OFFICE use only)

Structure/
Question
Content
Value
Total

c) Management principles should not tell us what to do, but only tell us what not to do (15 Marks)

Comment

The Management by objectives of Peter Drucker played a seminal role in the field of participation Management.

As per him, Management principles should tell us what not to do because:

Reasons

→ It allows the employees to showcase their innovation in achieving the goals of the organization

→ It prevents the worker from becoming monotonous and boring like in the "one best way" of Taylor

→ It allows the workers to showcase talent, can help in fulfilling their self actualization needs

→ It promotes participative management and fusion of individual goals to organizational goals.

196636_63561_1910098856_(2023-07-07 17:34:57)

→ It takes a humanistic approach to the organization and does not dehumanize man like in Taylor

→ It improves the moral of the organization and reduces the turnover ratio.

However, not in all situation can the management just tell workers what not to do

① In situations, when the work is mechanistic and boring, the leadership and management has to direct employees what needs to be done.

② In the process goal theory of leadership of Kurt Lewin, the type 1 leadership talks how, people are not motivated and in that management has to direct.

③ Even methods like Code of Conduct tells the employees what they don't have

196636_63561_1910098856 (2023-07-07 17:34:57)

to do. But that is inhibiting its value and does not ensure full efficiency.

Hence, there has to be a selective adaptation when it comes what the management should do and do not.

If the employees are self motivated and Capable, the management should just put a boundary of what not to do and give them complete independence.

However, in other situations, the principles of management has to direct them to achieve the desired result and efficiency.

Feedback
(For OFFICE use)

Structure/

Question

Content

Value

Total

Q.8) a) Do you agree with the view that it was Henri Fayol who gave the principles of scientific management from a broader perspective of organization than Taylor. (20 Marks)

Taylor and Fayol are both classical thinkers that gave the principles of administration for the better efficiency of the organization. While Taylor aimed at reversing the one best way of doing thing from rule of thumb. Henri Fayol gave the 14 principles based on the concept of POCCC (Planning, Organizing, Controlling, Coordinate & Communicate).

There is a view that Fayol gave it from a broader perspective than Taylor.

- ① While Taylor limited himself to the shop floor management, Fayol looked at it from a managerial perspective.
- ② Fayol's principles were applicable to a larger domain and situations compared to that of Taylor which were in industrial organizations only.

196636_63561_1910098856_(2023-07-07 17:34)

ForumIAS

③ Taylor defined efficiency only from the perspective of output whereas Henri Fayol took the efficiency from a broad principle like level of spirit, decays or ability to take initiative.

④ Henri Fayol made his principles by looking at various functions of management - POCCC.
Whereas Taylor only looked at it from functional formanship and worker output.

However, it would be wrong to consider that Taylor was not broad in his principles.

① Taylor's principles were based on empirical validity whereas Fayol's ideas were based on his observations.

② Taylor's ideas were more applicable and realistic. For eg: He highlighted how work study, time study would be done or how formanship would work.

196636_63561_1910098856 (2023-07-07 17:57)

On the other hand, ideas of Fayol were more abstract in nature.

Fig: It is not clear how spirit de corps or discipline would work together in an organization.

③ Taylor's ideas are still applicable in many of the organizations around the world. The process of ODM, Standard Operating Procedures are still very much applicable in the changing world.

The work of Taylor and Fayol both are seminal in nature. They both complemented each other and filled the gap left by other (like shop floor and entire manager level).

It would be good to see both of them as together instead of comparing which one is broader.

(Don't Write anything in this

196636_62561_1910098856 (2023-07-07 17:34:57)

Feedback

(For OFFICE use)

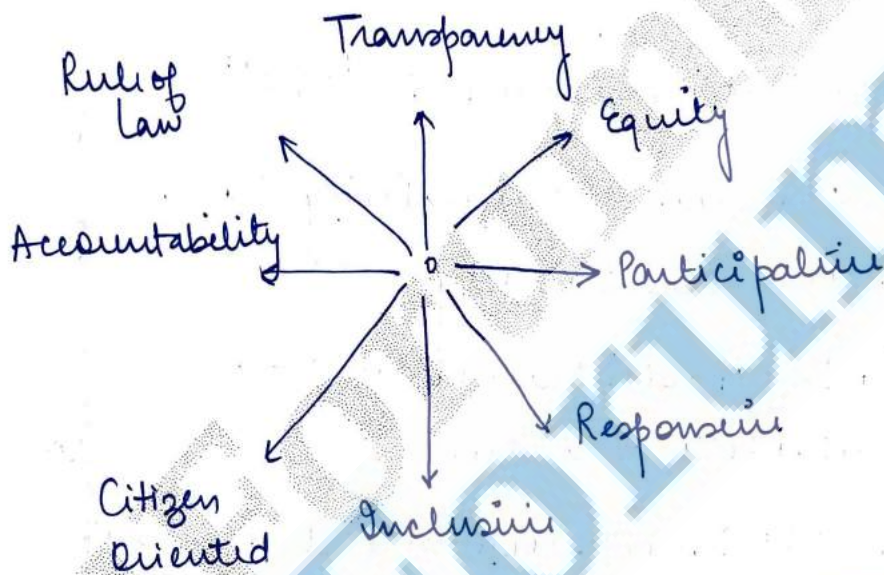
Structure/
Question
Content
Value
Total

196636 63561 1910098856 (2023-07-07 17:34:57)

b) With the entry of the concept of 'good governance' the discipline of Public Administration has shed its statist character. Explain (15 Marks)

The concept and principles of good governance are standards propounded by the World Bank for better and effective governance of public resources.

The principles of Good Governance



It has helped in shedding the Statist Quasi nature

① As opposed to the classical thinkers that took a closed system and value neutral approach. It has promoted values as central to administration, similar to New Public Administration

* It has taken an open system approach by looking at discipline from perspective of people.

② From a bureaucratic centric model of Development administration (as said by Weidner) they have people centric

* People's participation and networked governance has replaced it

Ex: Decentralization of power (73rd / 74th)

③ It has pointed legal accountability from earlier moral accountability

Ex: Seen in New Public Management → accountable to Shareholders

④ As said in 3rd Minnow book, the administrative discipline has become more responsive to the needs of practitioners and public alike

Ex: To tackle challenge of Climate change → administration reinventing itself through sustainable financing like Green Bonds.

① The Citizen Orientation has increased in the discipline. From Customer Orientation of NPM to citizen centrality of New Public Service.

② Transparency has also increased in the administration. People have become more aware of the functions.

eg RTI, Social Audit

③ Finally, Inclusiveness and equity in administration has increased due to various means.

eg Citizen Charter, Coalition of Actors Model.

Hence, the paradigm of Good Governance has increased the dynamism of the discipline as people have become central to it.

The static structures have been replaced by dynamic, social cooperative and responsive structures in Good Governance.

Feedback

(For OFFICE use only)

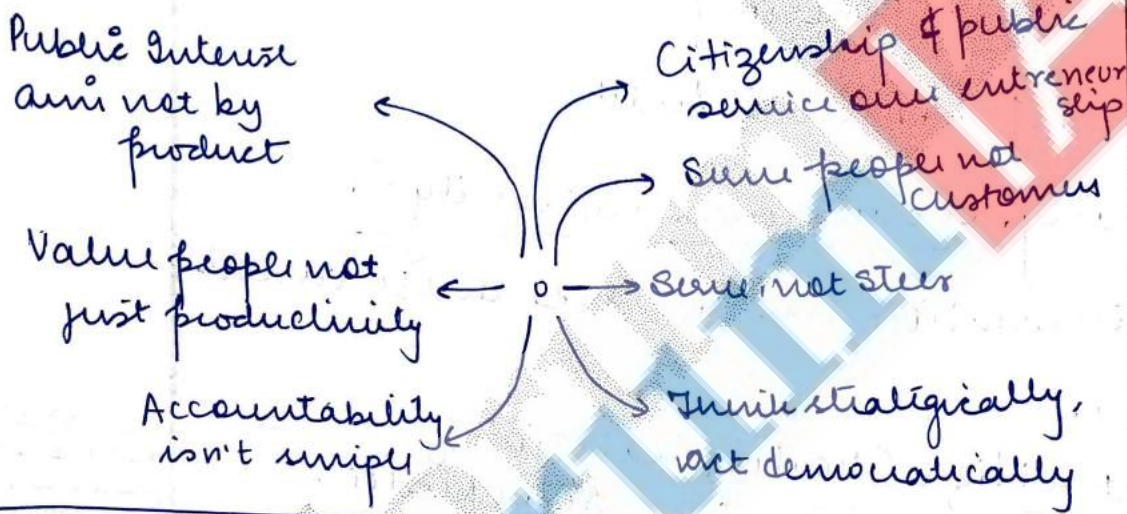
Structure/
Question
Content
Value
Total

196656_63561_1910098856 (2023-07-07 17:34:57)

e) New Public Service (NPS) presents a framework which gives priority to democracy, citizenship and service in the public interest rather than efficiency. Discuss (15 Marks)

The New Public Service was developed by Danhardt & Danhardt in response to the shortcomings and essential failure of the New Public Management.

7 Important principles of NPS are



Public Interest > Efficiency → NO

① NPS talks about keeping public interest as the main aim of any organization and not just as a by product. But it is not at the cost of efficiency:

* It itself talks about that any org-

analysis should think strategically. It entails proper rationality and cost benefit analysis.

- * It talks about democratic principles of implementing the ideas. If we follow the principles of good governance, more efficient application would be possible.
- * It also talks about accountability and if properly done can ensure better efficiency.
- * But for it, of accountability is broad based and not just to shareholders. It is to people, constitution etc.
- * It promotes valuing people and not just productivity. It takes a humanistic approach. As seen in Hawthorne studies efficiency increases in humanistic approach.
- * By serving people, we would have a broad based development. And if the government has the right values to

196636_63561_1910098856_(2023-07-17_34157)

sure the people it can ensure better efficiency for the organization

* By talking about steering and not just staring, it presents a model where private and public work together for better efficiency and complementing each other. eg PPP

Hence, though NPS keeps democracy, citizenship and service in public interest at the centre, it does not compromise on efficiency in their delivery service.

Feedback (For OFFICE use only)

Structure/
Question
Content
Value
Total