

GS SCORE

An Institute for Civil Services

IAS TOPPER'S

TEST COPY

DIPANKAR CHOUDHARY

RANK-166 (CSE 2018)

GS MAINS 2018
PUBLIC
ADMINISTRATION



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PUBLIC ADMINISTRATION

Time Allowed: 3 hr.

Max. Marks: 250

→ Always give verdict as to what extent a statement or findings within a piece of research are true.

- There are EIGHT questions divided in Two Sections.
- Candidate has to attempt FIVE questions in all.
→ Illustrations must justify the context & theme.
- 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.
→ Adopt a questioning approach & consider a variety of different viewpoints
- 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.

114

~~Kiran Ray~~Name Dipankar choudhary

Mobile No. _____

Date 18 July 2018Signature Dipankar choudhary

1. Invigilator's Signature _____

2. Invigilator's Signature _____

REMARKS**GS SCORE**

SECTION-A

1. Answer the following questions in about 150 words each: (10 × 5 = 50)
- "Organizations are in essence purposive human associations".
 - "Decision making is an abstract model of research use".
 - "In contrast to participatory decision making and pluralism, elite theory assumes that a select few are afforded the privilege of making decisions".
 - "Hierarchy is the linkage of civilian officers in a chain of command and responsibility of the main two-way highway along which public business is an endless stream. (LD White)
 - "The circumstances of departmentation are partly administrative and partly political".

a) As per Barnard, "Organisations are systems of consciously co-ordinated activities of two or more purpose".

Therefore an organisation has 3 elements

- Willingness to co-operate
- For a common purpose.
- Able to communicate.

Moreover, organisations reflect human purpose as:

- Humans are not able to fulfill all their purposes on their own. So they enter into organisation.

Interdependence
of HR & M&A
will

Remarks

ii) Environmental constraints limit human actions, which can be overcome by organisations, thus fulfilling the purpose.

Ex— any political idea would need a party platform (organisation) to fulfill itself.

iii) Inability to meet its purpose would lead to demise of the organisation i.e. effectiveness as per Bernard. Ex— a shoe factory, not able to generate profit would close.

iv) of human and organisational purposes may then that may lead to the end of organisation, growth of informal organisation etc.

Thus, purpose of humans and organisations are the very base for existence of organisations.

Remarks

Neo human
relations

too general



Remarks

Remarks

Q) Participatory and Elite theory are two ends of a spectrum of decision making.

Participatory Model:-

- i) Everyone is capable and to make decisions and has important inputs to contribute.
- ii) Decisions are mostly consensus oriented.
- iii) Decisions reflect the value system of a large section of society.
- iv) There is more transparency and less scope for corruption.
- v) Once the decisions are made, there is a high level of acceptability for the problems caused by the decision.
- vi) Examples include: - Local planning by Gram Sabha and Gram panchayat under 73rd amendment.

Remarks

Role of values
and facts

Elite Model :-

- i) The decision making process are captured by a few elite such as top-level bureaucrat, big industrialists or politicians.
- ii) All the elites have similar motives or desires. (Iron law of oligarchy).
- iii) There is a lack of accountability, and no-transparency as decisions are made behind closed doors.
- iv) Even if new players enter, they have the same value system.
- v) The implementation is top-down and dictatorial.

Ex - policy making in India at the Union level is basically an elite approach towards decision making.

Both the systems have their advantages and disadvantages such Elite model is fast and more decisive. However, the recent trend has to ~~the~~ include participation more.

Remarks

wright puts
constitutional



d) Hierarchy, is an essential attribute of organisations as per traditional schools of administration. Theorists like Fayol, Taylor, Urwick, Mooney etc have emphasised on it.

Hierarchy and chain of command :-

- i) Hierarchy defines the relative position of employees in the organisation.
- ii) It saves channels of authority as a person above in hierarchy has official authority.
- iii) It delineates channels of 'formal communication'
- iv) It is necessary for 'Unity of command' to avoid conflicting orders.

Hierarchy and public business :-

- i) Hierarchy leads to flow of information

Remarks

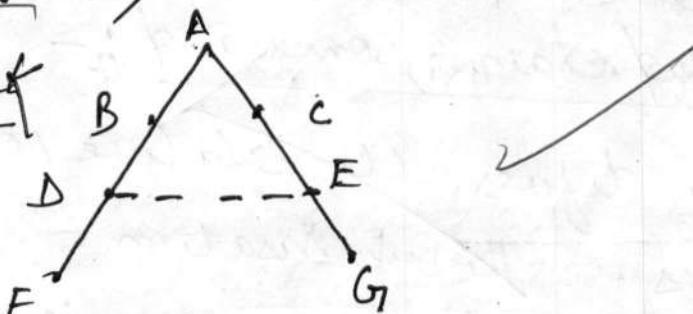
L.D. ^{through} channel of
command

and thus defines "responsibility".

- ii) Everyone's responsibility - is defined by his relative position in the hierarchy.
- iii) Entire business is supported by it.

However, excessive hierarchy has its own hindrances. Thus, methods like

→ Gray plant



→ Flatter and Matrix type organisations (Argyris and Likert).

→ Functional authority instead of authority due to virtue of hierarchy (Follett).

→ Use of e-governance and ICT to flatten hierarchy.
etc.

Thus, while still an important attribute of organisations for conducting business, it has undergone changes to enhance its utility.

Remarks



e) Departmentation, involves breaking the work of an organisation on the basis of some criteria, so as to make it more manageable and efficient.

Normally, 4 methods for departmentalisation have been suggested. i) Person/clientele
~~there~~ ii) Process iii) Purpose iv) Place.
 However all these have both political and administrative components.

i) Person:- Important or large constituencies may be politically defined for electoral gains. Ex- Ministry of Agriculture. Sometimes administrative issues like physical social disability is recognised as it will help serve better.

ii) Process:- Politically appointments are sensitive and may be a basis for departmentalisation. Ex- Cabinet Committee on appointments.

Administrative expertise such as the

Remarks

Examine
more
specify

conceptual
clarification
deficit

~~Department of Economic Affairs (DEA)~~
may also be a reason.

iii) place:- politically significant reasons like strategic value ex- Department of North East Region (Do NER)
Administrative convenience like - a separate authority for SEZs.

iv) Purpose:- When a political message needs to be sent out, we can have departments like Department of J&K affairs in home ministry. Similarly, Foreign investment promotion board to approve FDI had administrative expertise as the reason.

Thus, there are no fixed rules. The process of departmentalisation can be many and are overlapping.

Remarks

Culick's bases of
Departmentalisation
in Public
/ Shifts /

2. Answer the following questions:

(a) "Generally speaking, line constitutes action, staff advice, line is hierarchical, staff collateral, line is authority, staff influence. What the correct relationship between the two types must be is still under debate". (Dimock and Dimock)

(200 Words) (20)

(b) Though delegation is an essential part of modern organizations, it can never be implemented at random. Identify the hindrances to delegation. What are the differences between delegation and decentralization? Will decentralization be more effective where political participation of the citizens is inevitable? Give examples.

(250 Words) (30)

~~a) The classification b/w line and staff departments are based on the following~~

Staff department

- Formulates policy
- Advises chief executives
- stationed at headquarters
- More influence
- Ex- PMO, central secretariat

Line department

- Implements policy
- Follows chief executive's commands
- stationed at the field
- comparatively less influence
- Ex- directorates and field agencies.

Elaborate
increasing
role
of
staff

Relationship between them :-

The relationship has always been a conflictual one. The reasons why

Remarks

staff distrusts line is:-

- i) They claim line officers are lazy and don't work on the ground.
- ii) They supply false and manipulative information.
- iii) They are corrupt.
- iv) They resort to bribery for delivering services.
- v) They are status-quoist and don't appreciate beneficial changes.

The reason why line distrusts staff are:-

- i) They say staff formulates policy without any knowledge of ground realities.
- ii) Staff has more influence over the chief executive and thus better perks.
- iii) They treat line officers with

Remarks

disdain and apathetically.

- iv) They claim credit for success but blame failures on the staff line.
- v) They propose very radical and impractical ideas.
- vi) They don't provide enough monetary and infrastructure support to implement the ideas.

Also, while discussing their relations, it should be kept in mind that line and staff have overlapping functions. The chief executive of a line department may perform staff functions with respect to his department and vice versa. Thus, there is no air-tight separation.

Thus, in this conflicted and overlapping

functions, the following can be done to increase co-operation:-

- i) Periodic transfer of personnel between line and staff to give them a wider view.
- ii) There should be less hierarchy and direct commands. The organisation should move towards a matrix organisation and participative management. (Argyris, Likert, Herzberg).
- iii) The managerial cosmology of staff should be changed to Theory Y. (Mc Gregor).
- iv) All conflicts should be attempted to be solved via integration (Follett).

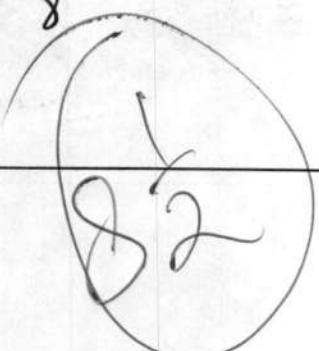
Line and staff are both vital and thus conscious efforts must be undertaken for their coordination so as to ensure success of the organisation.

Remarks

Incorporate examples
case studies



X



b) Delegation is an useful strategy to

- Manage work load
- Promote specialisation
- Improve adaptability
- Develop subordinates and
- Increase efficiency

~~in any organisation - It involves transferring certain responsibility and authority downwards.~~

~~It is also an essential component of organisational design as per Drucker, Gullick, Mooney, etc.~~

Hindrances to delegation from the delegator's side :-

- i) People are afraid to lose control, command and power. Ex - as seen in 75th amendment.
- ii) They've come to enjoy domination and now cannot part with it.
- iii) They've little trust on the capabilities of their subordinates.
- iv) They're afraid their corruption or

Remarks

~~= widemeanour might get exposed.~~

~~Hindrances from the delegatee's side :-~~

- i) They are ~~not ready to~~ accept the responsibility that comes with delegation.
- ii) They ~~do not have the required skill-set~~.
- iii) They don't enjoy ~~informal authority~~ over their subordinates.
- iv) Normally ~~extra perks and remuneration~~ is not given for extra responsibility.
- v) They lack ~~organisational loyalty~~.

Delegation vs Decentralisation :-

Delegation

- It involves partial transfer of power

Decentralisation

- It involves the complete transfer of a given domain of power.

Remarks

- | | |
|---|--|
| <ul style="list-style-type: none"> • Normally done via regulations or departmental orders. • Center still has wide control over the subordinates and it can interfere. • Ex-delegation to line authorities or subordinates like collector from headquarters. | <ul style="list-style-type: none"> • Normally done via an act or statute. • Subordinates derive power independently and are not within the control of center. • Ex - Democratic decentralisation is the 73rd and 74th amendments. |
|---|--|

Political participation aims to support de centralisation as :-

- i) People themselves become stakeholders.
- ii) They can understand the tough and unpopular decisions better.
- iii) The rules are made by them.

Festus's
decentralization
approach

so they're easily enforced.

- iv) There is less corruption as they monitor it themselves.
- v) Promotes popular sovereignty and deepens democracy.
- vi) Better Financial prosperity is maintained.
- vii) It helps build social capital (Robert Putnam)
- viii) Examples like - community water conservation in Rajasthan have proven this. Similarly, Anna Hazare's Ralganj Siddhi has demonstrated community participation. Arun Roy's Mazdoor Kisan Shakti Sangathan, has ensured better checks on government functionaries by pioneering RTI.

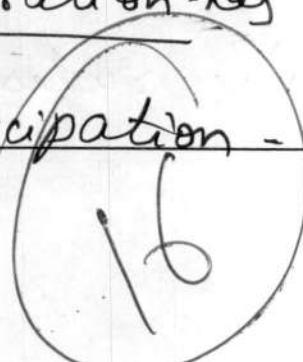
They, the second ALC too in its report on citizen-centric administration has emphasised community participation -

Remarks

↳ Neo-liberalism

movements

road ahead



3. Answer the following questions:

(a) "Idiosyncratic theory of leadership focuses on integration of situation, group and leadership style with an overall influence system of leadership". (Hollander and Julian". Comment. (200 Words) (20)

(b) With respect to decision making process and its dysfunctionalities, explain the following:

1. "Illusion of invulnerability"
2. Stereotyping
3. "Illusion of unanimity"
4. Self-censorship
5. Bandwagon effect
6. Groupthink

(50 Words Each) (6 × 5 = 30)

Remarks

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Remarks

Remarks

Remarks

Remarks

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Remarks

Remarks

Remarks

4. Answer the following questions:

- (a) Discuss Fiedler's contingency model of leadership. How far do you agree that this model tends to become rational-prescriptive in nature and has limited utility in the real world. (250 Words) (25)
- (b) "Morale is a self-stimulating incentive created within the minds and hearts of the workers" (HG wells). In the context discuss the relationship of morale and productivity, morale and ethics in civil services and morale as reinforcement. (300 Words) (30)

Remarks

Remarks

Remarks

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Remarks

Remarks

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Remarks

GS SCORE

Remarks

Remarks

SECTION-B

5. Answer the following questions in about 150 words each. $(10 \times 5 = 50)$

- (a) "Communication is authority"
- (b) "Incrementalism is a process of successive approximation of some desired objective"
- (c) "Normative optimal model combines "muddling through" and "rational comprehensive model". (Dror)
- (d) "Departmental forms of organization are vulnerable to political sabotage"
- (e) "In the behavioural science context, noise includes those factors in each of the elements of communication that can reduce message fidelity"

~~a) As per Bernaud, "Authority is that character of a communication by virtue of which it is accepted." Thus communication establishes authority.~~

Communication and Authority: -

- i) Communication defines law of situation, in which authority resides (M P Follett).
- ii) Communication can change the Zone of indifference, thus expanding the acceptance of Authority. (~~Gateson~~). (Bernaud).
- iii) Standard lines of communication and hierarchy are vital for authority.

Remarks

in a formal organisation.

iv) The authority of a charismatic leader is depended on his communication. This is how he establishes charisma.
(Weber charismatic authority).

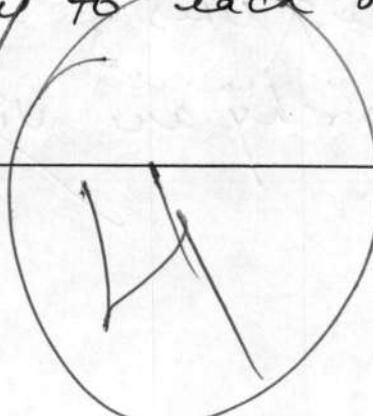
v) Communication can give rise to informal organisation, which has an authority of its own. Ex - through demands, strikes, rumors, negotiation.

vi) Communication is an important factor for satisfying higher order needs like self-esteem and belongingness (Maslow, McGregor, Herzberg).

vii) Lastly, communication is vital for the maintenance of already established authority.

Thus, communication and authority are complementary to each other.

Remarks



b) Incremental form of policy making was popularised by Charles Lindblom in response to Rational policy making.

He suggests 3 key kinds of incrementalism

i) Simple incrementalism: - extension of current policy

ii) Disjointed incrementalism: - Looks at strategies slightly different.

iii) Strategic incrementalism: - goes a step ahead and looks at mutually supporting and similar policies.

Comment upon incrementalism as antithesis of rationalism

* Benefits of incrementalism: -

i) It is more rational, than trying hopelessly to be 'completely rational'! Ex: Only MSP's are changed and the question of whether MSPs are needed are not analysed every time.

ii) It is more politically acceptable.

iii) In reality, it is the way of policy making, no matter what one claims.

1/2

~~iv) It is faster than attempting a complete rational approach and fairly.~~

Over the time, it was criticised as being very status-quoist. Thus in response various other models like

- Etizioni - Mixed scenario model.
- Drey - Normative optimum.
- Use of ICT and computers. (Simon), have come up. These increase the element of rationality in incrementalism.

c) The "rational comprehensive model" model aimed at complete rationality.

- i) It attempted all possible solutions.
- ii) Pros and cons of all solutions
- iii) Implementation and after-effects of all policies.

This however was not possible as there is constraints on human processing power. Moreover, value systems vary and there might be differences. Ex - between

Remarks

trickle-down and welfare approach.

Incrementalism, on the other hand, considered only slightly different strategies from the present one. It was criticised to be status quoist and justify incompetence.

Relevant
required

Dorf's Normative optimum:

- i) It aims to combine rational techniques like operational research, optimisation techniques, Mathematics, & with extra rational factors like experience, trend, intuition, foresight etc.
- ii) It had 3 stages of a) total policy making b) Policy Making c) Post policy making. and thus aimed at constant improvement.



Thus, without being comprehensively rational, it was a step ahead of 'Muddling through'.

Remarks

- Rule of ~~value~~

extra rational model
rationality

d) Departmentalisation is a widely employed strategy - to divide work into manageable units and promote efficiency.

Departmentalisation and politics :-

- i) The very basis of departmentalisation can be political. Ex - chief executive retains appointments and finances while departmentalising other functions.
- ii) Inter-departmental conflicts leads to politics. Ex - ~~Human resources~~^{Marketing} may get a huge order but production may deny to fulfill it.
- iii) Politics of influence is generally seen between line and staff departments. For ex - staff department like PMO, due to being close to the PM often gets with line departments.
- iv) Favours of the top management

Remarks

Exemplify with relevant context
and basis

also caused friction and are an uncooperative attitude. For ex - a department like human resources might get less importance than finance, causing friction.

v) Lastly, different viewpoints of different personnel is another cause for politics.

Thus, departmental forms of organisation essentially have a political conflict. To overcome these integration (FDCLtd) and a more matrix organisation (Aggres & Likent) should be employed.

e) Communication is the most vital tool for the maintenance of an organisation. Bernand has recognised communication as an important function of the executive and also listed 7 principles for it.

Noise in communication:

It refers to unwanted and potentially

Remarks

(32)

Harmful information which gets embedded in the communication.

This can happen because -

i) People misunderstood communication.

ii) There was ambiguity in it.

iii) It was not sent by a proper channel.

iv) Someone deliberately spoofed message.

v) Someone external from organisation tampered with communication.

As communication flows in both up, down and lateral/ crosswise manner, it can have grave consequences like:-

i) Disatisfaction among employees.

ii) strikes, protests etc.

iii) Growth of informal organisation which is antagonistic.

iv) Denial of authority.

Thus, any tampering with communication i.e. noise, reduces the message fidelity or trustworthiness and respect.

Remarks

✓ Cultural barriers
semantic
Geographic

6. Answer the following questions:

- (a) Simon's model of "bounded rationality" rationalizes incompetence. In this context elaborate the role of values and facts in decision making? How Simon reconciled this dichotomy of facts and values, using means-end approach? (250 Words) (25)
- (b) "Contingency approach does not presuppose a solution in fact it searches for one when the problem arises". Evaluate the role and impact of technology on the contingency approach towards organization. Provide examples and case study for the same. (250 Words) (25)

Remarks

<i>Remarks</i>	

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Remarks

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Remarks

Remarks

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Remarks

Remarks

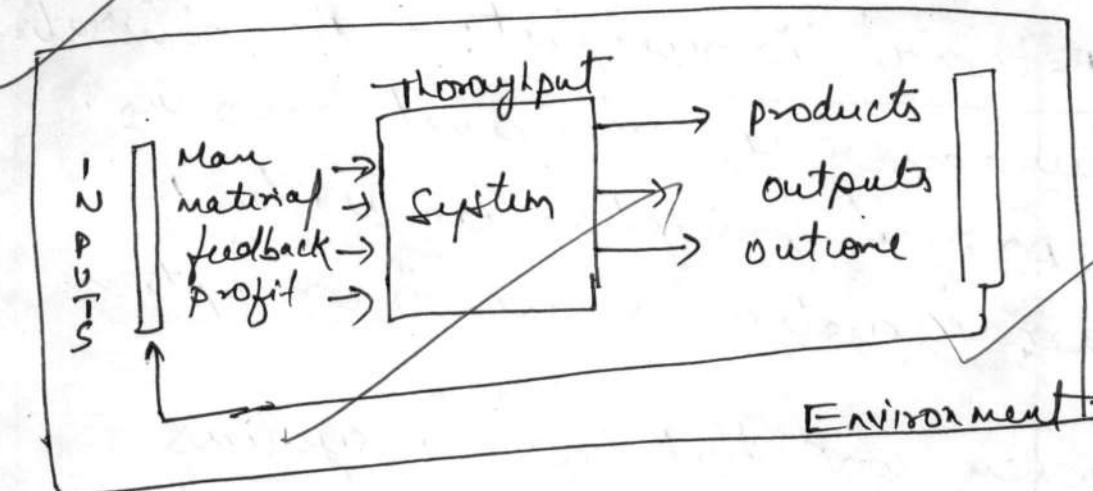
Remarks

7. Answer the following questions:

(a) Systems approach would provide a better view towards understanding administrative corruption. Comment. Has the emergence of PPP models and market driven reforms, necessitated a more systemic view of public administration, rather than institutional and structural? Evaluate. (250 Words) (30)

(b) "Company form of organization is a fraud on public exchequer" provide arguments for and against the statement. Also evaluate the variety of organizational models used in the public governance. (200 Words) (20)

a) The systems approach as proposed by David Easton and others, aims to undertake the external environment and the internal system as ~~is~~ for interdependent entities.



Corruption and systems approach:-

i) The external environment :- has itself indulged in corruption. The private sector and the civil society, instead

Remarks

~~of countering corruption, have provided incentives for it.~~

~~For ex- satyam scandal, corporate governance, foreign funding of NGOs all act breed corruption.~~

~~ii) The feedback / cybernetics :- It is commonly seen that corruption is rewarded instead of being punished.
Ex- Acquittal of all accused in 2G scam.~~

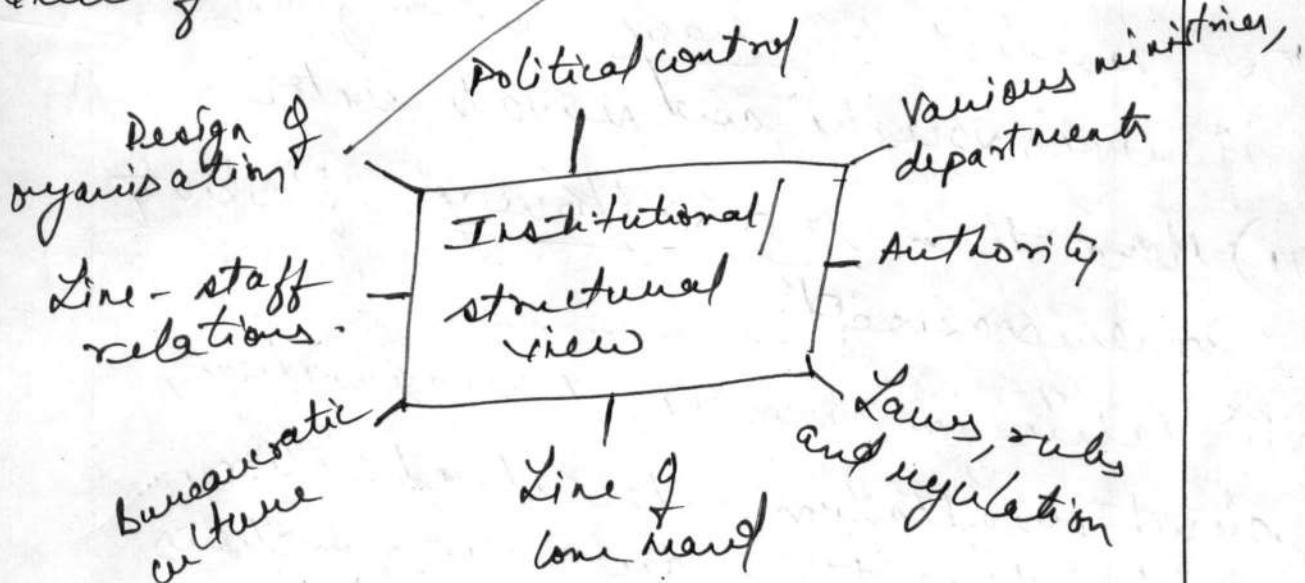
~~iii) Internal theory / put: - The politicisation of bureaucracy, rampant transfers and political corruption has made the internal system prone to corruption.~~

~~Thus, when looked at from a systems perspective, one can see the systemic and systematic institutionalisation of corruption. Earlier it was considered only a personal immoral act,~~

Remarks

~~but systems approach puts new perspective in it.~~

~~The institutional and structural view of PA aimed at understanding:-~~



However, PPP and market reforms have affected this :-

- i) PA is more outward looking now.
- ii) Its interaction with structures outside the government has increased.
Ex- private companies, voluntary organisation, NGOs
- iii) It went from a status quoist to an

Critical analysis

entrepreneurial mode with NPM.

- iv) PPP has forced it to partner both contractually and as a principal with the private sector.
- v) It has lost legitimacy due to growth of civil society and private sector.
- vi) More than law following, flexibility is emphasised.
- vii) Value for money, management, client orientation, decentralisation, contracting out etc are new functions adopted by it.
- viii) All these have finally led to new institutions like regulatory commissions such as SEBI and TRAI.

Thus, the complex external environment which came with PPP and market reforms has necessitated a more systems approach centred view.

Remarks more in

BoY career view



contrast
methodological

- b) The company form of organisation in India can be established by various means such as:-
- Registering a company under Companies Act, 2013. Ex- Goods and Services Network.
 - Legislating a corporation. Ex— National thermal power corporation (NTPC).
 - Departmental undertakings. Ex- Indian Railways.

Arguments against:-

- Many of them run into losses and are ~~not~~ paid through by the public exchequer. Ex— Dredging corporation of India.
- They've no clear accountability mechanism. Their accountability is limited to publishing annual reports and appearing in front of

parliamentary committees if called.

- iii) Rampant politicisation has reduced their efficiency. Most of the board members are political appointees.
- iv) They serve as 'state' as per Article 12 but are beyond the popular control. Ex- Railways can make rules and regulation. Same goes for RBI and SEBI.

- v) Their regulations have profound impact on everyday lives. Ex- Net neutrality & regulations by TRAI.

Arguments against:-

- i) Many such organisations are profit maker and work with professionalism. Ex- NTPC, ONGC etc.
- ii) They help provide cheap and subsidised products. Ex- and

Remarks

Prove
overload
information

- services. Ex- Indian Railways.
- iii) For corporate functioning, it is necessary that they be kept out of popular control.
- iv) They provide welfare for their employees and also for the people at large. Ex- Railway news centers, hospitals, parks etc.
- v) They help reduce the monopolistic tendencies of the private sector.
Ex- BSNL over JIO.
- vi) They provide services to the worse off and at remote areas where private sector might not venture.
Ex- Bharatnet (optical fibres)

Our
Final

The other variety of organisational models include:-

- i) Commission: - Mostly recommendatory and perform quasi-judicial functions

like the Finance commission and National commission for scheduled castes.

i) Boards:- A collegial form to regulate governmental undertaking. Ex - Railway board.

ii) Line agencies:- Provide services at the ground level. Ex - state agriculture and irrigation departments.

iii) staff agencies:- Help in policy formulation. Ex - PMD and central secretariat.

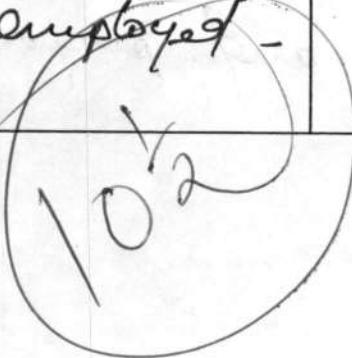
v) Independent regulator:- Provides rules, regulation and does quasi-judicial functions. Ex - SEBI

vi) Tribunal:- Adjudication of specialised issues. Ex - Company law appellate tribunal.

Thus, depending on the requirements, needs and demands, a variety of organisational forms can be employed -

Remarks

incorporate
more relevant
examples &
case studies

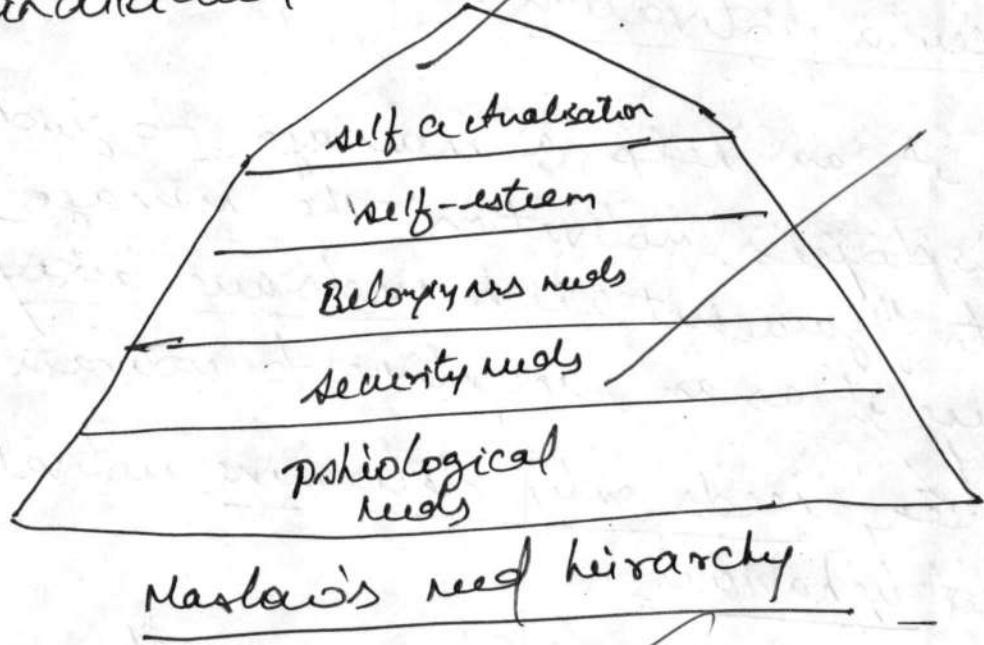


8. Answer the following questions:

(a) Motivation is not synonymous to behaviour theory, in fact motivation is only a class of determinants of behaviour, which is influenced by various factors be it political, social, biological and cultural. (Maslow). (200 Words) (20)

(b) McGregor further extends Follett's idea of conflict resolution through integration. In this context elaborate upon the idea of "managerial cosmology" and its significance for modern theories of motivation and control. (250 Words) (30)

a) Maslow constructed his theory of motivation based on the needs of an individual.



As per his theory:-

i) The satisfaction of a lower need no longer motivates

ii) Every human being have these five basic needs

Remarks

- iii) There is a pre-potency amongst the needs in an hierarchy.
- iv) The appearance of a new need after the fulfillment of a previous need is gradual and not immediate.
- v) Once a need is satisfied - it is no longer a motivation.

etc.
Thus, it can help a manager to guide his employee's motivation. The manager has to figure out which needs are lacking and use it as an incentive to motivate.

However, needs only determine motivation and not behaviour.

The behaviour is in turn a much wider concept and is determined by:-

- i) Political factors:- A person's ideology influences his behaviour. His ideology is turn affected by his social, family and immediate background. For ex-

supporters of Neo-liberalism are more likely to go for monetary benefits.

i) Social factors:- A person's family background and social environment also affects behaviour. For ex - a deprived scheduled caste employee is likely to act more docile than a privileged employee when threatened.

ii) Biological:- and gender constraints are vital. Women and men owing to their body structures face different situations and behave differently. For ex - a female is more likely to face sexual harassment.

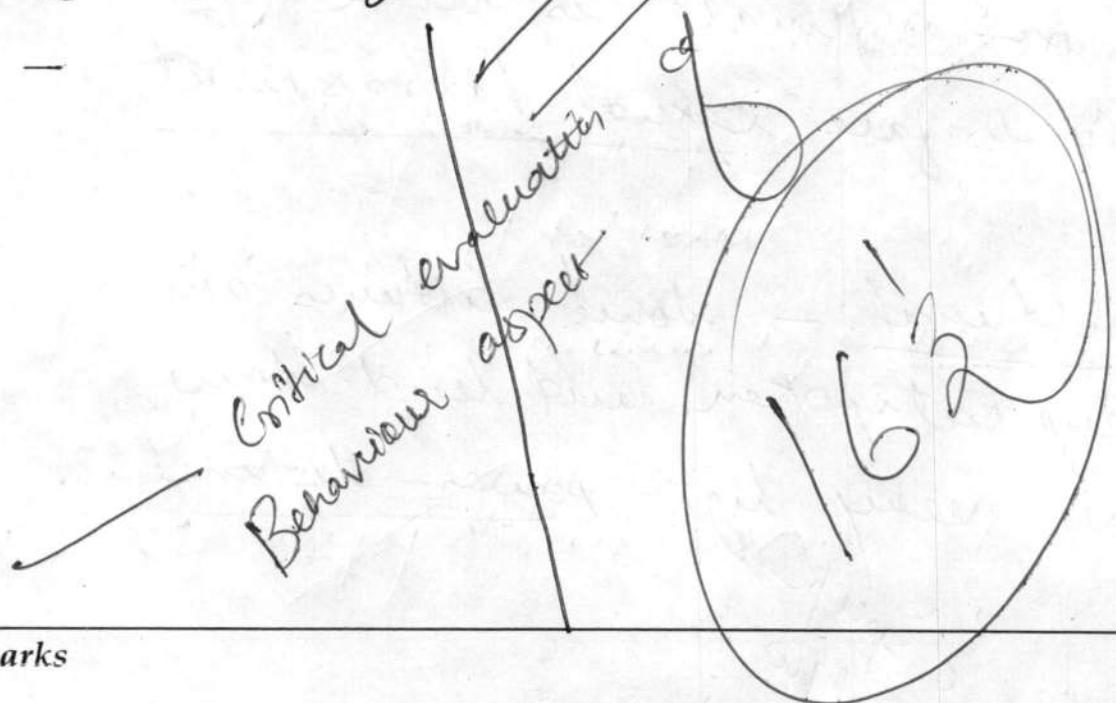
iv) Cultural:- Some cultures are very outspoken and loud. Some have very high power-distance.

Remarks

→ more specific
contrast b/w
influencing factors

- Some like Japanese and Chinese are very traditional and communalism while USA and West are regarded as very individualistic. Thus cultural factors deeply affect behaviour.

In a nutshell, motivation is not behaviour. Behaviour is a larger set and motivation is only an expression or a part of behaviour. Thus, Maslow's theory can effect motivation but will have little effect on behaviour.



Remarks

b) McGregor aims to resolve conflict via "work through differences" which is based on his ~~Theory Y~~. This also comes close to Follett's integration.

Follett's integration has 3 steps:-

- i) Bring out the differences in the open.
- ii) Divide the difference into smaller constituent parts.
- iii) Anticipation of further differences.

This assumes, that people are capable ~~and solving differences~~ through integration and interested in it.

Similarly, Theory Y assumes that:-

- i) People enjoy both work and play.
- ii) Innovation is widely distributed in the population.
- iii) People will self-direct and work if given opportunity.

Remarks

~~On the similar lines, failure of theory Y is also like failure of integration.~~

Why theory Y fails:-

- i) Because all new methods are still employed in the framework of Theory X.
- ii) Managers have to use and like Theory X →
- iii) Theory Y demands immense intellectual capabilities.
- iv) Theory X principles are very deeply built in managerial cosmology.

more examination is required

Why integration fails:-

- i) People are used to domination ✓
- ii) Integration requires high intellectual capability. ✓
- iii) People enjoy domination. ✓

Remarks

iv) There's no training given for integration.

Managerial cosmology - This refers to the view point of managers. It means what ideas and theories they hold to be true about human nature and their employees. It can be based either on Theory X or Y.

Cosmology and motivation, control :-

i) A cosmology of theory Y implies motivation by self control and integration.

This is very important today - as organisations have become flatter and more spread. People are of increasing maturity and look to satisfy higher order needs more.

ii) Theory Y tries to integrate employee's purpose with the overall

organisational purpose. If this is done they employ finds - meaning and avenues for self-actualisation in the organisation.

iii) Modern organisations are leaner and more connected. Therefore they adopt theories like contingency and situational theory of motivation to suit the situation. Managerial cosmology should thus help in adopting these modern methods.

Mc Gregor had commented that Theory X wouldn't even realise human potential, let alone use it. Thus, a shift in the managerial cosmology in the modern organisation is imperative for its success.

Remarks

Bureaucracy as an organization as a unit of analysis

