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— Assumptions cited in answers should be based on contextual rationality.

— Have a balanced approach while framing answers.

— Don't over-emphasize on one particular aspect.

①

①

- a) Human beings are insufficient to fulfill all their needs on their own. They work on concept of 'comparative advantage'. However, their coming together, could ensure fulfillment of their needs.

Organization is one such way through which human beings purposefully come together. These people have common goals or ends to achieve. In order to achieve the same, they coordinate with each other and organize their deliberate efforts. So, inherently organizations are purpose human associations.

To fulfill their goals they need to plan and administer the decisions. Organizations are thus based on functionality of management or administration while the former largely relates to private sector, the latter is a unit of public sector org.

However, these org. are not only physical space or model to achieve goals (As has often been highlighted by classical thinkers such as TAYLOR, FAYOL). These org. are

(2)
synthesis of social factors. Humans are social animals and they look for social bonding, informal interaction etc. within the organization.

Human Relation thinkers such as ELTON MAYO, MP FOLLET and Behavioural thinkers such as CHESTER BERNARD, have all identified the personal reasons why people want to be part of organization.

The organizations which works on principles of participative management, team building, leadership, & communication, morale etc. often lead to better human association.

System theory
Contingency approaches
Cybernetics.

22

- b) Herbert Simon pioneered the research upon decision making. Thinkers prior to him have focussed more on the principles of decision implementation. (3)

According to Simon, decision making in an organization, involves research. One has to ^{do} research at all the stages of decision making.

For instance, in the 1st stage of Intelligence activity, one needs to research as to what all situations require decision making in the org. In design activity, in order to arrive at the appropriate merits and demerits of all the alternatives, research has to be done. Similarly in the choice activity, only research into potential outcomes would ensure effective selection among the alternatives.

However there are several aspects of research being abstract model:

- 1) One will never be sure if the current situation requires a decision. For eg the case of Babri Masjid demolition, there was no immediate decision. In such crucial matters involving values,

Not required

Research can't be applied to great extent

- 2) The merits and demerits of alternatives would always be relative and most of the times contradictory to certain stakeholders. For eg: decision selecting whether to the right punishment for rape convicts or any such heinous crimes

④
Content need to be more precise as per context

- 3) Arriving at an outcome again involves almost correct anticipation which couldn't be ensured. Again model of research would be arbitrary and offer limited scope.

Discuss contrast between Heuristic & Rational factors

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Yet ~~since~~, at all junctions of decision making research is essential and thus it can be said that it is an abstract model of research use.

- c.) Policy making is one of the fundamental role in administration. There have been several models suggested for the same. Broadly these are (i) Incrementalist (ii) Rationalist

elite - mass model is part of incrementalists. This implies that the model is capable of bringing gradual and small changes.

③
The model assumes that only a handful of players have an access to power corridor. These people are often less than 1% of the complete society or nation. Bureaucrats, industrialists, rich business men, petitioners etc. are some elites.

Thinkers like Douglas McGregor, Peter Drucker and Chris Argyris have emphasized about participatory decision making. NPM too focuses on plural institutional pluralism. It offers private sector, NGO, CSO, media, people to play an important role in policy making.

In most of the country elite mass model is prominent. There may also be countries where both are found. For eg: In India elites play crucial role and privileged to take decisions, either directly or indirectly. For eg the big corporates could influence policy making through corporate funding for election. Also elites in respective field thwart decision making largely in their favour.

On the other hand, India also offers for a participative style of decision making. In 1992, the 73rd & 74th amendment-acts were passed ensuring effective decentralization of power to local governments.

People through gram panchayats could take part in decision making. Similarly since the PPP's growth private sector too has participated. Also, the fourth estate of democracy, i.e. media play a significant role in decision making. By making people aware of the reality of governance.

~~It is no do do~~

The participatory or pluralism approach in decision making reduces the authoritarianism, ensures bottom up approach and strengthens the ~~administration~~ scope of implementation and acceptance of decision.

Wright Mills
book

"The Power Elite"

Analysis and
elite decisions



d) Hierarchy is an important feature of which ensures flow of command and implementation of order. It defines relationship between superior and subordinate where the latter has to follow the former who in turn ^{and} needs to be responsible to and accountable. (7)

It is a two way highway because the flow has to be maintained always. Non fulfillment of decree of superior would bring subordinate's credibility down. He needs to carry out the order and be responsible to all commands.

The entire public administration functions the same way. There is always a unit of command, who ^{often} formulates policies and take decision. He then is required to communicate decision and instructions to the subordinate. Subordinate has to ensure implementation of orders given.

MAX WEBER, FAYOL, have attached significance to hierarchy. They have given a position of authority to ~~the~~ superior, so that he could give an impersonal order.

L.D. write
Channels of
Command

the consistent interaction between two agents is pertinent. Through the interaction consistency to administration ~~is~~ can be ensured.

③

3

For eg - public servants need to take command from the ^{elected} government and be responsible to them for their action as well as inaction

Good

- c) An organization ~~is~~ regardless of nature and size needs to be horizontally divided, in order to ensure specialization. This division is done on the basis of compara skills required, goals and available resources. Departments are entrusted with particular area of administration. For eg: In Indian govt. there will be separate depts. for defence, science, space, finance, agriculture etc.

At time of independence, there were nearly 19 departments in Indian government.

Currently, they ⁱⁿ are 55. There has been huge expansion of the no. and there are several reasons for the same:

✓ Crucial bases of departmentation

9.

i) The expanding role of govt in socio-economic development. For eg: creation of DORIER.

ii) The current or emergent issues. For eg: Adding Ganga rejuvenation as part of Ministry of water.

iii) Specific focus on department of biotechnology due to vigorous research being carried out.

iv) Ministry of AYUSH has been created to lend weight and dedicated secretariat for govt focus on revival of traditional medicines.

So, with increased complexity in administration, the number of departments increases. Nevertheless, the ad. is not the sole reason for increased departmentalisation. There are political reasons as well.

i) PARKINSON'S LAW - Increasing work's quantum to occupy time.

ii) Accommodate ministries through ^{creation of} multiple portfolios.

iii) Electoral dividends to ~~ensure~~ showcase govt's initiatives.

iv) Thus, it can be said that creation of depts. is partly administrative and partly political.

Make it more specific

2 1/2

(2)

a) line and staff are important organizations in administration. They were first suggested by GULLICK & URWICK who picked up the concept from defence establishment. The line on one hand ensures the implementation of policies at ground level; while staff are supposed to formulate those policies.

line just like combaters in army ensures action. The organization is constituted of experts and technicians. The need to be thorough with the skills which are required in specific domains. They're hierarchical \therefore implementation of policies also require planning, directing, reviewing etc. Through the hierarchy, an authority is exercised by superior over subordinate. Eg of this org - Directorate and field officers. For eg: A directorate of edⁿ will define the construction of schools, design the curriculum. The field officers would execute the same.

(10)

(11)

The staff on the other hand is supposed to formulate broader policies. They are generalists in nature and take into account overlapping multiple factors and advise on a broad manner rather than specifics. They influence the line organization into to ensure that multiple organizations could coordinate. For eg:
- the staff would design broader aims of edⁿ, goals and objectives to be fulfilled, its role in socio-economic development etc.

However there is no watertight distinction of the two org. Also, this relation is transient ambivalent. The major problems in causing line ambivalence could be:

- i) line are specialists and have deeper knowledge and insight over their work. They know ground realities. Staff on the other hand is unequipped with ground reality. As a result, there could be incoherence in policy design and its implementation.
- ii) The fault blame onus of failure of scheme is often shifted over line agency while the success is credited to staff. This also puts their true nature of their

relation into question.

iii) The influence of staff often interferes with the process of implementation by the line officials.

iv) line officials have poor prospects of being elevated to staff while staff would probably not have an experience of immediate ground.

The correct relationship between two could not be adequately defined and described.

Nevertheless, a coordination coupled with adequate delegation of power would minimize the frictions between such set up.

Also, ^{equivalent} equal composition i.e. having generalists as well in line office and specialists as well in staff office could go a long way.

Discuss
areas
like

the
conflicts

Parochialism,
utopian attitude

Cite examples of
public institutions.

etc

b) There are multiple roles modern organizations need to play. In order to justify with all necessary functions, the organization needs to follow the practice of delegation. As every authority is incapable of executing all functions delegating some to others with adequate accountability of latter is important. For eg: In parliamentary system, legislatures often delegate law making to executives because of complexity of tasks and non permanence of parliamentary functioning. The executives are responsible to legislatures for the same. Delegation can't be done randomly for it interferences with power distribution.

Guidelines to delegation could be:

- i) The authority to which task has been delegated is often unsuited for same. For eg: executives can implement but not make laws.
- ii) Since it is for temporary period, its effectiveness could be reduced.
- iii) At the end, the organization which is delegating task, ~~to another~~ is responsible.

for that task. This implies that it would be accountable for any deviations or distortions. Ordinances are often blamed for their political orientation.

(14)

- iv) The delegated authority may expand his its zone of functioning.

Delegation is different from decentralization (decent.) in several ways:

- Delegation is for ~~temporary~~ period, decent is permanent.
- In delegation, authority delegating is responsible at the end; in decent, the decentralized body is responsible.
- Delegation doesn't necessarily involve sharing of power, decent can be based on power sharing.
- For eg: The tier of government is based upon decentralization of power. The local govt. for eg will be having power to act upon matters referred to it. It would also be responsible for the same.

Decentralization
Foster's
decentralization
Approach

Decentralization involves creation of self autonomous institutions. These institutions are independent and need to work according to their needs. It ensures a bottom up approach rather than top down.

Delegation works on top down approach and thus is regardless of people's participation. But, decentralization becomes much more effective with political participation of citizens.

For eg: In Switzerland, the system of elections are one of the most effective in the world due to active political engagement of power. Also, it is ensured by effective decentralization of functions and functionaries by the government.

In India, the goals of 73rd and 74th amendments are inadequately fulfilled. Both because of ~~the~~ insignificant transfer of power from states to local govt. But also because of ineffective political participation of citizens. The system have

been successful in some states such as West Bengal, Kerala. of effective participation of people irrespective of their class, gender etc.

(16)

However in many states such as UP, Bihar, it has remained far from satisfactory for the very reason of ineffective political participation.

Thus to ensure success of decentralization, political education, mobilization and culture of co-operation based on cognition are pertinent.

Neo-Localism movement in Europe

Good attempt

16 1/2 ✓

(2)

a.) Communication is one of the most inevitable part of any organization. Not just organization, the basic tenet of any human civilization has been based upon communication.

Communication is an authority for it guide to how orders and commands are conveyed, how instructions are passed and how accountability is ensured. A hierarchy in organization is a product of communication and so is functioning of informal organization within the formal organization.

The government for eg communicates its orders to the bureaucrats which later implement them through communication with the field officers.

Thus there is a chain (grapvine) for communication. Communication is also pertinent in ensuring coordination and

Emergence of
Cybernetics and
advancement of
Technology

b) There are broadly two ways of bringing out policies or taking decisions. The one way could be outright change while the other could be based on gradual modifications, eventually leading to desired objective -

(18)

For eg: achievement of Indian independence was an incremental process while the Russian revolution led to immediate change in regime

In public administration, incrementalism is used in public policy. It has multiple models which ensure only small and gradual achievement of the objectives, rather than overhaul. This paradigm is followed to ensure conceding of people's demand but without compromising upon power. and As Alishkanen ^{has} prompted, that bureaucrats are self aggrandisers. They will not completely alter the system

Some of the models of this paradigm are elite mass model, institutional model, pressure groups model etc. In all of these, the attempts are made by the ruling group to fulfill demands, not to bring change but only to prevent and revolt by the people.

Also, incrementalism leads to addition of new things, rather than multiplication of existing one.

For eg: India has incrementally improving its ranking in ease of doing business by making gradual changes in policies.

c.)

d.) Departments are pertinent for a big organization. They ensure effective specialization by division of work. In India, there are several ministries which are further designed up of several departments for specific tasks.

Also, there are some separate departments
 For eg: Departments in Ministry of Finance
 are - revenue, expenditure, economic
affairs etc.

The separate departments are - Department
 of space, & science and technology etc.

These departmental forms often are prone
 to political sabotage for following
 reasons:

- 1) Most of the times there are more than
 necessary departments only for political
 dividends (Parkinson principle)
- 2) There may be several conflicts among
 depts. For eg: defence ministry might
 need finance for implementation of new
 board management technology and finance
 ministry might not concede to the
 needs.
- 3) There ~~are~~ could also be overlapping
 functions of these departments.
- 4) Conflicts regarding zone of competence
- 5) Multiplicity reduces accountability.

Thus, one side departmentalisation offers
 administrative convenience, it also acquires
political overtones.

More value
 is required
 in
 criticism
 of
 departmental
 forms.

5

*Departmental
 Organisation*

e) Communication is ~~very~~ an inevitable aspect of an organization. It is necessary to ensure effective coordination, accountability and functioning of all stake holders.

(2)

However, it suffers from multiple hindrances which are attributed as noise. These disturbances act as barriers (acc. to Shannon model) and reduce the nature of message.

These barriers are in context of behaviour of people involved who often tend to modulate and modify the message as it may suit their interest.

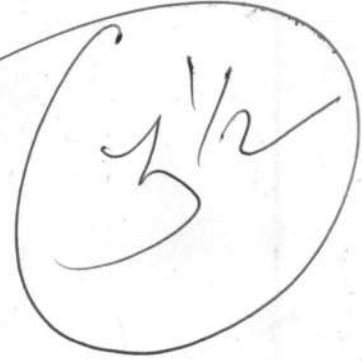
Individualisation

- i) Fitting out of informations
- ii) Manipulation of facts, dates, statistics, particular instructions etc. are common
- iii) If message passes through multiple layers, it gets distorted and altered significantly.
- iv) From message (signal) to origin of message to its receiver, the authenticity ~~to~~ often undergoes serious change.

v) Unnecessary additions and deletions
could be made.

In recent times for instance, Fake News
have become one of the threats to
communication.

Good attempt



⑥ a) Simon had pioneered theory in decision making. According him, the classical theories have failed for their focus has always been on the decision implementation. When in 1920s, the discipline of public administration was in vogue, his ideas of decision making gave some respite.

Acc. to him, there are three types of men which symbolize types of decision making i.e. social, economic and administrative. He used the concept of bounded rationality to describe the decision making of administrative man.

Simon believed that absolutely rational decisions are hard to arrive at, particularly after in the backdrop of 1930 and failure of rational market system. As per bound administrative man is concerned, he's not in a position to make completely rational decisions.

He can at the best take satisfying decision. These decisions would be sufficiently satisfactory. He believed that ~~so~~ critics however, subjected this as rationalization of incompetence for administrators could always justify their inefficiency.

Values and facts are two very constituents of decision making. While values are individual, lack of empiricism, cannot be validated and are often relegated as irrational. On the ~~so~~ other hand, facts are universal, can always be validated and thus acquire a sense of rationality.

Though the nature of two variables ~~is~~ is contrasting. Nevertheless, they both always exist simultaneously. Herbert Simon emphasized upon rational decision making and thus was inclined towards utility of facts. However, he reconciled the two by a means-end approach.

According to this, what it means today would be an end tomorrow and the end ~~would~~ would become another mean.

For eg: India after independence was supposed to decide a trajectory for its development model. It was confronted by two global egs. One was US's capitalism, the other one being USSR's socialism. India chose the latter for its relative suitability with the then India.

~~However~~, Although socialism was reason of rapid growth of USSR (FACT), it couldn't be a right path for India. Socialist model failed soon and India embarked upon 1991 reforms giving more space to private capital. The idea of socialism still existed (since PSU model was continued along), yet it had become a (value) for India.

b.) Classical thinkers have come out with the theories they claimed to be 'universal'. As a result, they left out a scope of 'contingency' within organization and failed to come up with such theory.

Later, thinkers such as HOUSE & MITCHELL, BERNIS & STALKERS came out with contingent theories of leadership. They proposed models which could be modified in the face of change in circumstances.

Contingency approach is to any organizational theory could not be predicted, for the contingencies cannot be anticipated. However, in generalized the solutions to contingency are product of the momentous thinking. In the face of problem, appropriate solution is looked for.

Technology is a constructive tool which could enable organizations to face problem.

Example of
DPOHAR

and come up with the most appropriate solution. ~~For eg:~~

The role of technology in contingency approach:

- i) It attempts to achieve conclusion sooner
- ii) It ~~can~~ often leads to lesser mistakes
- iii) The tactical decisions could be effectuated by role of technology.

~~It is~~ Technology often ^{leads to} centralization of authority during contingency. It may be utilized to ensure compliance.

~~For eg:~~ For eg: In face of terrorist attack, technology with the affected nation could ~~enable~~ the prevent the exit of terrorists from this land. It could also ensure effective communication on a ^{real} quick ~~based~~ basis among all the stakeholders concerned.

CASE STUDY → When 9/11 attack in US took place which led to collapse of the twin tower, immediate deployment of all forces in the city was done.

The president who was out of the state, was immediately communicated. Also, the use of technology was made to shot down suspected two more airplanes before they could strike any city. Anti terrorist operations took no much time.

On the other hand, there was extreme delay in all these processes in India during 26/11 attack. The repercussions lead to formation of NSG, NATGRID etc. in order to equip India to confront such contingencies in future.

Use of Case should be
Study should be in meaning and
Contextual be able to justify
shall be approach
note

14 1/2

⑧

29

a.) Motivation is one of the invincible aspect of human behaviour which lead him to act, to move and bring change. There are several factors which motivate different people to in order to achieve different goals.

However, this motivation is only one such factor. Behaviour of individual or organization changes according to several sub systems. Maslow gave a hierarchy of needs to define the factors which make people 'to move', yet these cannot be universalized.

Following factors play a major role.

i.) Political → form of polity changes both goals and motivating factors

For eg: In democracy, anyone can aspire to be part of government.

In monarchy, only people belonging to particular family become leaders. ∴ People in such countries couldn't be motivated by

become leader.

ii) Social - social conditioning also determine behaviours.

.. Social institutions, their character, nature ~~plays~~ significant role in becoming of a person.

For eg: a child who has grown up seeing violence at home is often prone to commit crime.

~~educa~~ The schools and the quality of education makes man's character too.

Also, some people are more career ~~even~~ oriented while others are more service oriented. Social systems could define this as well.

iii) Biological - This is very determinant of how for eg ~~two sexes~~ are going to behave, respond to external stimuli.

For eg: A girl is likely to face misogyny, misogyny, patriarchy and as a result, may become docile.

A boy on the other hand is likely to acquire machismo owing to physical

strength, product of biology.

iv) Cultural - variable cultures influence varied traits.

For eg: people in Japan are often more hardworking while in Greece it is absolute opposite; both owing to culture.

However, all these factors do not work in isolation and it is rather a cumulative product of all which act as determinant of behaviour. All factors together define motivation for people.

eg: ~~acc~~ to hierarchy of needs, will not always be similar in all cases - '!' of added influence of aforementioned factors on individual's behaviour.

Good attempt
More concept
required on
clarity is
Motivation &
Behaviourism.

14

- 6) Mc Gregor is a pioneer thinker of Participative management theories. He has emphasized upon several aspects of an organization. One of the aspects is Conflict Resolution.

Mc Gregor defines two ways of conflict resolution which are synonymous to M P Follett. They both rejected other ways i.e. - domination and compromise and suggested integration instead. This method involves participation of all concerned stakeholders and is thus more sustainable.

Mc Gregor has tried to explain his theory of participative management on the basis of "Managerial cosmology". He described two sets of employees in organization, their natures and also two set of varied theories for them.

~~One~~ ~~two~~ These are:

i) Theory X - it is based on models of classical thinkers. It suggests that some workers have inherent dislike for work and often tend to escape. ~~from~~ In such cases, managers need to coerce them and ensure that they work.

ii) Theory Y - It is based on the assumption that work is itself interesting for some workers. They enjoy work, are responsible and even seek more responsibility. For such workers he ~~designed~~ suggested the idea of Participative management.

In this the workers would be given chance to showcase their talents, seek more challenges and ~~face the~~ stay motivated. For this he borrowed the idea of Job enrichment from Friedrick Herzberg. Through this enrichment the task could be made challenging such that workers under theory Y ~~are~~ remain motivated.

(3)

and enhance their efficiency.
The managerial cosmology could play a significant role in the field of behavioural theory. An organization could be successful, if all the workers are contributing to the its objectives. And as Chester Bernard has highlighted, the contribution of workers can be maximized if they remain satisfied (satisfaction - contribution equilibrium)

Through following this cosmology, managers can effectively plan a bf. balance between two types of workers and design most appropriate ways in order to motivate and control them.

16

Design it in
more comprehensive
manner.