

Public Administration: Theories and Concept

Paper IV

1. Examine the significance of the study of public administration/ contemporary period? Briefly analyse the importance of Public Administration in modern society? (2015) 8+4=12

Ans. Public administration is concerned with people in particular and all other elements of the society. With the passes of time, the society is becoming clumsier. The need of people become more vital, society is developing; there is so much disparity among the haves and the poor. In such chaos situation, there should be clear administrative policy and their proper implementation. The Government becoming more responsive, they are concerned with each and every need of the people; therefore the policy and programmes should be sound and effective one. So, it requires a wholesome and systematic study. Policy and programmes, implementation, coordination, functioning all are studied in public administration. So, a scientific study is important to understand the governance.

1. With the development in technology, industries, communication; everything becoming critical. Therefore public administration gives a systematic study here.

2. For the development process the mobilization of people is must. Human resources must utilise properly. So, public administration gives us to understand the requirements and allocation of public property.

3. With the inception of welfare state, the government functionaries are expanded day by day. So, these are tackled by public administration.

4. For the perfect development there is importance of planning in socio-economic functionaries. For the regulation of all these, it has the responsibility to create efficient administrator. The study of public administration gives ample opportunity to do so.

5. For the good governance, the administrative knowledge is important. It may be the administrators or by the common people. It helps us to conduct a good administration henceforth.

6. No people can function without public administration. It has lifelong importance starts before the birth and after the death also.

So, the public administration and its systematic study is very important in the present day context. The welfare society concept also makes it vital one.

Importance of Public administration in modern society:

1. Modern society is complex in nature and there is huge disparity among the people. So, public administration is inevitable to manage in a systematic process. It may reduce the chances of exploitation.
2. Secondly, the change of societal process is very rapid one. The common people even can't imagine the whole process. Thus public administration is helpful to incorporate all.
3. Thirdly, administration is not only a managerial institution or remains confine to policy making. Actually it incorporates all aspect of life i.e. society, class, culture, politics etc.
4. Finally, public administration is more related with common people or collective aspect. The concept of welfare politics only possible to establish through public administration.

So, today, the modern society feels immense importance of public administration. But, it should be people oriented for the overall development or administration.

2. Evaluate the scope of public administration as a field of study?

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Ans.: Broadly speaking, public administration is concerned with each and every functioning of the state. It is acutely related with government functionaries. There are various branches in the government, the policy makers and their execution and also the evaluating branch all are embraced with in it. The whole some administrative machinery is studied here. Several scholars have defined the scope diversely. Luther Gullick sums up the scope by the term POSDCoRB; by which he means Planning, Organization, Staffing, Directing, Coordinating, Reporting, and Budgeting. All these are important for proper functioning, regulating the administrative system.

Planning is an outline to function properly and it is a method and way of functioning. To perform duties, staff is important, an organisation and its structure should be there. Among the employees there should be coordination, cooperation, they have to regulate in a proper direction, and to function budget is important. So, Gullick gives a composite structure and functioning of public administration.

Like him, Pfiffner try to define the scope as

1. Principles of Public administration.
2. Sphere of Public administration.

In the first category, it comprises Organization, Management of personnel, Method and procedure and material and supply, public finance, administrative accountability all are given place. In the second category, he highlights the sphere, the state government; regional and local authorities are incorporated here.

So, the scopes of public administration have been developing profoundly. The study of theory in administration, its application, legislation, defensive activism, regulation, internal and external activism of state all are inseparable in public administration. It is related with development, peace and order, good governance, justice, security of the state, global issues all are part of public administration.

Public administration is concerned with the public. The future of the people is totally depending upon the public policy and their implementation. The effectiveness of such policy is also concerned with it. So, in the coming days, the scope of public administration is becoming more and more.

3. What is scientific Management? Analyse the scientific management theory of F. W. Taylor. 4+8

Ans. The term 'scientific management' is coined by Louis D. Brandies. Mary Parker was also very much emphatic about the Management in Industrial work. But, Taylor gives the substantial platform by developing his scientific management theory. It is a method to develop efficiency among the managers or workers by applying this. It bears the following principles:

1. Scientific management standardizes the process of work. It favours an articulate method in functioning.
2. For the maximum outcome or production, the employees must be trained and select right person for right work.
3. Scientific management makes efficient and saves time.

So, scientific management is a process or method for the proper and effective functioning. It is systematic, articulate and goal oriented phenomenon.

Taylor, the father of Scientific Management theory, is concerned with managerial technique. How the organization should be controlled for the maximum production capacity, it is tried to ensure in his theoretical understanding. Moreover he is in favour of more production or highest capability. The scientific management theory has the following features.

1. Standardization of process in the management. It gives more production.
2. The selection procedure must be scientific, so that only fit, abled person can be choice for the better functionaries.
3. It is very time oriented. It tries to adjust with time and space.
4. It gives emphasis on proper distribution of functionaries. It helps I the management process.

However Taylors Scientific management Theory have the following objectives.

1. Taylor's theory gives emphasis on optimum use of all resources. It also gives highest number of outcome.
2. He is optimistic about proficiency and use of scientific devices help to increase production.
3. He tries to systematize managerial problem and which saves time. No extra burden will arise.
4. The Scientific management theory will bring efficiency in work.
5. It will reduce conflict, provide justice, the relation among the workers as well as managers will enhance here after.

So, Taylor's theory is one of the dominant managerial theory in the Management system. It gives us scientific node in the administrative process. But it is unfortunate that he is not free from criticism. We can criticise in following manner.

1. Taylor tries to make human being a mechanical one. Human being are not systematic, it is not possible to create a frame for the human functionaries.
2. He avoids the human behaviour, need, their comfort and dissimilarities with time and space.
3. The efficiency is relative. Again the nature of work and interest may vary the ability of people.

In spite of criticism the theory developed by Taylor has cardiac importance and it is the base for the future development of managerial theory in public administration.

4. Examine the scientific management theory of public administration as analysed by Taylor. 12

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From the positive point of view, the theory is bears following features.

1. It makes everything perfect.
2. Less time consuming with highest production probability.
3. It is articulate, systematic no chance of repetition.

Similarly, from the negative point of view; it relates with the followings.

1. Taylor tries to make human being a mechanical one. Human being are not systematic, it is not possible to create a frame for the human functionaries.
2. He avoids the human behaviour, need, their comfort and dissimilarities with time and space.
3. The efficiency is relative. Again the nature of work and interest may differ the ability of people.
4. He also avoids the capability of workers. The workers can be motivate and trained to be efficient is not considered by Taylor.

In spite of criticism the theory developed by Taylor has cardiac importance and it is the base for the future development of managerial theory in public administration. The changing and complex situation, for better service the scientific process is utmost necessary.

5. Significance of scientific management theory.

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Ans. Scientific management theory is developed by Taylor and provides a very articulate node in management. His theory tries to bring efficiency and smooth functioning. He is also concerned with to avoid red tapism, repetition and so forth. We can analyse the significance of the theory in following manner.

1. It helps in systematise the whole process. It also makes efficiency in functioning.
2. There is no problem of clash in function. Even the managers and workers are very clear in division or distribution of work.
3. The whole process is systematic and which reduce time.
4. The theory gives emphasis on planning, cooperation and training and so forth. It may give optimum number of production.
5. It is concerned with utilization of all resources and highest level of income.

6. It is the base of other managerial theory, the modern theory are developed on the basis of this one.

Taylor very articulately developed the theory; it is not only help in management but all round functionalities. But his theory is not free from criticism. In spite of criticism, it gives us ample space to understand about management and functionalities.

6. Importance of public administration in administration.

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Ans. Public administration one of the dominant discipline for all the people. The functions of the state and activities of other apparatuses are increasing day by day. With the concept of welfare state, everything is incorporated here. For every person it becomes pivot important to understand the process and activism.

1. Public Administration is concerned with people, (the common people) of the state. It is the responsibility of state to provide adequate space to all.
2. At present the concept welfare administration have come in to existence. So, the parameter of functionalities accomplishes everything.
3. With the scientific invention and technological development, the human societies are becoming clumsy. For all these, it is very important to have knowledge about administration.
4. Public administration makes all managers and people are more articulate.
5. It is a scientific study and relates with all aspects of management. It is related with Planning, coordination, budgeting, regulation and so forth.
6. Public administration is relates with human being. The human behaviour is not static. But for the maximum production or performance, their needs, their aspiration all are important to study. In public administration all these are studied substantially.

So, therefore the public administration is one of the vital subjects for proper management and functioning. It provides scientific node in human behaviour.

7. Nature of public administration.

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Ans. There are two well established views on nature of public administration. Integral view relates with the functioning of the administration system. Actually public administration is concerned with what to do and how it would be done. Public policy must be fulfil and enforce by the administrator. So it includes all round activities including the manual and clerical one. The cooperation and appropriation is also with in the purview of public administration. The second one is the Managerial view, it relates with how the whole system integrated with each other. In the official hierarchy, the top to bottom all the people must be managed smoothly. It also includes planning, programmes and organization and by all these it tries to achieve or foster the target. Only public administration teaches us how to take the responsibility and handle the whole system efficiently. So, public administration is concerned with integral and managerial in nature.

8. Discuss the features of New Public Administration.

(2015)

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Ans. From the second half of 20th century, a new trend emerged as New Public Administration with in public administration. The exponents like Dwight Waldo and Frank Marini were related with that. The Minnow brook Conference of 1968, gives a differentiate place of New Public Administration.

1. New public administration is anti-bureaucratic and anti-hierarchical in nature.

2. It emphasises on ethics. The personnel and the organization must have it in the process of functioning.
3. New public administration gives emphasis on innovation and change. Human behaviour is very critical and not static. So, their interest should get priority here.
4. New public administration is people centric. It tries to provide optimum satisfaction among people.
5. In the decision making system, the people and their aspirations are also try to take in to account.
6. It rejects the definition of public Administration as value free.
7. It is less technical; it does not argue for method, systematization and so forth. The people aspiration is the responsibility to mitigate by it.
8. It provides social equity as guiding factor. It is concerned with economic and social change.

These are the features bearing by New Public Administration and the functions and process of functioning getting tremendous change by it. The Interest of people gets priority here.

9. Discuss the evolution of public administration as a field of study.

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Ans.: Public administration is very frequently used in the present context. The word administration has been derived from the Latin words ‘ad’ and ‘ministrare’ which means to serve or to manage or to look after the people. Public administration is comparatively new subject; it can be traced back to the closing of 19th century. The study of public administration, as pointed out by Peter Self “developed as an offshoot of political science or public law, and until recently administration as an academic discipline was the very plain stepsister of this older discipline.” Actually with the increase in government functioning, the welfare states, it requires a need to study as a separate discipline in politics, law, sociology etc.

Woodrow Wilson was the pioneer of public administration and his article “The study of administration” in the Political Science quarterly gives a different base in administrative study. Wilson, the father of public administration was very acutely related with politics and administration dichotomy and which separates later. Like Wilson, F. J. Goodnow also concerned with the concept of public administration. His work “Politics and administration” he supported the view of Wilson. In the early part of 20th century, many American scholars try to develop the Public administration field. For a longer time it was one of the sub area of political science. In the year 1926, a book written by L. d. White “Introduction to the study of Public Administration” gives impetus to public administration.

After the First World War, a whole some study is tried to do on public administration. The personalities like Mary parker Follet, Paul Appleby, Luther Gullick, Willoughby had also contribution in the development of public administration.

Then public administration gives a new shape with the human relation theory as developed by Elton Mayo. His Hawthorne experiments proved that the process of scientific may not be effective for the optimum result and therefore the need, aspiration, circumstances all are taken in to account here.

After the development of Bureaucratic theory by Max Weber, it takes a different node. The importance of organization, coordination, management, proper policy making, and role of red tapism so and so forth all are also incorporated in public administration. Human behaviour becomes the factor in relation with the public administration.

Then the concept of welfare state, gives a tremendous pressure in public service, it surpasses the administrative behaviour of the manager. The need of the people, their aspiration and adequate

services are important. The policy and programmes are not sufficient. In the latest development is public policy it gives the policy implementation and monitoring from top to bottom all are incorporated here. so public administration still in developing trend.

10. Hawthorne experiment. (2015)

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Ans. Elton Mayo and a number of researchers from Harvard University studied the management system in scientific basis. The study conducted in the Hawthorne Plant of the Western Electric Company at Chicago. Elton Mayo was the Head of the Researchers. In this research they established that human relation is a major factor in the process of administration. Their psychology, economic condition, physical condition etc. have an impact in the society. The attitude and sentiments of workers have importance in the procedure. In the study gives the following experiences.

- A. the human behaviour is varied from person to person. So it may reflect in their performance.
- B. the physical, Psychological and economic conditions are matter for workers to contribute services.
- C. people have limitation in working, after a particular position, they want nothing. Sometime money, power, name and fame have nothing to do.
- d. The workers react quite differently; their behaviour is connected with time and circumstances.
- e. their need, aspiration, deservedness all are major factor for the people. People are concerned for that.

So, they gave emphasis on the human nature, interest, their way of life. The good management and relation may help in more production. The coordination is very important. The workers have the capacity to work up to particular level, after that they even refuse to take the due. Indirectly, the provision of gift, promotion, entertainment is also important for increasing production or good managerial quality.

11. Discuss the importance of human relation theory. What are the findings of the Hawthorne experiments of Elton Mayo?

5+7= 12

Ans.: Human relation theory is developed as the counter theory of Scientific Management theory of F. Taylor. It gives emphasise on the human factors of organizations. In the management system how the psychological influence, physical condition and also the economic condition vehemently got importance is tried to accomplish here. Human being is the epicentre of Human relation theory. For the better coordination and production, the condition of people can't possible to ignore. In the present system the human relation theory have great importance.

- 1. Human relation theory is need oriented. The need, aspiration, interest are taken in to account here.
- 2. For more production, people or workers should be given open space. The physical, economic and psychological conditions are factor for them.
- 3. Human beings are not like machine. So, systematic, time bound all are necessary but not possible. Human relation theory states all these.
- 4. Human relation theory is concerned with complexity of human nature, society and so on.
- 5. It is related with maximum production or services from the people considering their problem and prospects.

Actually, Alton Mayo is very emphatically discussed the management system with human nature. He did his experience in Hawthorne in Chicago. It was done during 1927-32 with few Researchers of Harvard University. The finding of Hawthorne is discussed as follows.

- A. the human behaviour is varied from person to person. So it may reflect in their performance.
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- d. The workers react quite differently; their behaviour is connected with time and circumstances.
- e. their need, aspiration, deservedness all are major factor for the people. People are concerned for that.
- f. It gives the informal relation of the workers. It is not bounded with the organization and the formal bureaucratic relation.

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12. Who is regarded as the father of Human relation theory? Discuss the important features of Human relation theory. 2+10=12

Ans.: Elton Mayo developed the Human relation theory. He was very scientific in his experiment; the famous Hawthorne was done during 1927-32; in Hawthorne Plant of the Western Electric Company at Chicago. Though a few other personalities like Mary Parker Follet, Chris Agyris were also there including the Researchers, but Mayo is considered as father of the Human Relation theory.

Mayo is concerned with how human behaviour is changing with the circumstances. He emphasised on the informal relation, freedom in work place, reward, coordination or supervision etc. may become factor in the management or production system. So, Human relation theory is workers oriented. The major features are discussed as bellow.

1. Human relation theory gives emphasis on informal relation among the workers. It may help to increase production system.
2. It also emphasises on psychology, physical condition and also economic condition of the workers. These are the dominant factors in production system.
3. It gives more emphasis on the group power than the formal organizational activities.
4. There should effective and responsible supervisor, who must have the capacity to understand the problem of the people.
5. The need, aspiration, wishes, interest of people may differ from person to person. Human relation theory is concerned with that.
6. The option of promotion, reward, suspensions are also important. It gives mental satisfaction among the people.
7. It gives emphasis on the mental position of the people or workers. People are not like machine.

8. The theory is concerned with social norms. Division of work may give articulate functioning but if they are given openness to do something, then they may provide better services.

So, these are the major features of Human Relation theory. But it is not free from criticism. As Elton Mayo depends upon the people is not possible to maintain. Human behaviour is very complex in nature and therefore there should be very formal rules and regulation to control them. However, we cannot ignore the human condition in the process of management and deciding something.

13. What is leadership? Point out the differences between leaders and managers. Discuss the qualities of leadership. 2+3+7=12

Ans.: Leadership is an ability of an individual to influence, motivate others towards a definite goal. Leadership is a quality, human relation, which is may be formal or not. A competent leader gives attention each and every problem of his or her followers.

Managers are also a kind of leader of an organization. But there are differences between the two.

1. The nature of activities are difference, manager are more formal than the leader.
2. Managers are related with management, it will depend his own quality but leadership is sanctioned by his follower. So, though the quality is a matter here, but it is something difference from the manager.
3. The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them.

To be a good leader, one must have or develop some qualities. The following qualities may make a competent leader.

1. Management is an important quality for a good leadership. He or she must lead or manage in a systematic way.
2. Knowledge is also important for a leadership. Because the followers extend their blind support and for that a leader must know what is good and what is bad.
3. The communication skill is also important for a good leader. It will help to understand the ground reality about his or her surroundings.
4. The leader must have decision making power. Sometime he or she has to take decision instantly. So, he must possess such quality.
5. Taking risk is also another kind of quality of leader. He is not the single person, with him a chunk of people follow his order, support his vision and so forth.
6. Good behaviour is also important; it makes him or her easily accessible. He or she must be approachable one.
7. A good leader is very simple in nature. He must be public oriented in nature.

So, these are the qualities of good leaders. Only such personality gets recognition from all walks of life.

14. Why is coordination important in administration? Discuss the different techniques of coordination. 4+8=12

Ans.: to run the administration process, coordination is must. There may be bottom up and top down coordination in the administration system. So, for a successful administration system, coordination is must.in the following few lines, why coordination is important is tried to highlight.

1. To prevent overlapping coordination is must. If there is no relation, understanding or proper information, there may be so much chance of overlapping.
2. Coordination helps to appoint right person in right place. Similarly coordination helps us to do right work in right time.
3. Coordination is very important to maintain discipline in the administrative system.
4. Coordination gives closeness among the employees. The leader, manger and those fellows under them all can work very closely.

So, coordination makes easy administration system. There are various techniques for maintaining coordination in administrative system.

1. Verbal and written communication is an important technique for coordination. It is the formal way of communication.
2. Decentralization of system is also gives space to interact with each other. It keeps relation from the top to the bottom level of employee.
3. Conference of departmental or interdepartmental is also helps to maintain coordination.
4. Influence of personality is also helps in maintaining coordination. The ideas of leaders is automatically reached up to people, this is a formal coordination.
5. Coordination is sometime tried to establish through instituting various organizations. Extra departments or branches are established for that.
6. There is informal coordination also. In dinner party, marriage party, canteen all are also technique of coordination.

So, these are the various processes to maintain coordination in the organization. Coordination is the system or process within the organization.

15. What is communication? Discuss the barriers and problems of communication in administration. 4+8=12

Ans. See answer of 16

16. Problems in communication in public administration.

6

Ans.: Communication is an integral and necessary aspect of management. For a good management, he or she must give attention upon the communication system. Actually communication is a process to convey messages, where there is a sender and receiver also. It may be formal or informal, there may be verbal or structural communication also. The success of an administration depends upon how the communication system.

Communication is the basis of action. It helps in planning, decision making. It also makes coordination possible. It helps in the development of relation among all. It also helps to understand the process and take immediate action.

Most common barriers to good communications are:

1. Failure to use words and personality effectively becomes a barrier for a section of people.
2. Lack of skills is also barrier in communication. What to be say and how all are major determinants in the communication system.

3. Rules and regulations are also barrier in communication. If certain rules are already mentioned, people have to proceed in that direction.
4. Hierarchical barrier restrains the proper communication. It is not easy to jump or surpass any stage.
5. Noise is a barrier for communication. Any clumsy situation arises, and then it is not possible to communicate.
6. Dominance is a kind of barrier in communication. It will be one sided communication so far.
7. Each and every step filtering the works is very critical. So, it may restrain the smooth communication process.
8. Perception is important thing to understand the message. Actually in general any mistakes in understanding the system will create dead lock. So, perception may disturb the communication system.

So, communication may face challenges and which may harm the whole system. Sometime it controlled in in the development process also.

17. Maslow's hierarchy of needs.

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Ans.: Abraham Maslow defines the theory of need. He tried to prove that people desire becomes more and more. He categorises the need in to five types.

1. Physiological need that is the most essential one. The air, oxygen, water, food all these are belonging to this category. These are related with physical comfort.
2. The second category need is also safety and security. Protection from danger, threats, deprivation and need for stability of environment. It is related with job security and avoiding dismissal from the job.
3. The third category of needs are social need. It is concerned with family, groups, organization and so forth. The need to participate in social activities is important.
4. The fourth category is esteem need like self-respect, self-esteem, appreciation, recognition etc. all these are important for their mental satisfaction.
5. Self-actualization that is for self-fulfilment, self-realization, personal development etc. all are related with mental, social, and material growth.

So, these are the five types of need as categorise by Abraham Maslow and which is also known as hierarchy of need theory.

18. Role of communication in administrative process. (2015)

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Ans.: In public administration communication is vital importance. The decision, performance, understanding the problems etc. all these are possible through the communication system. Communication is important for following reasons.

1. It is the basis of action. Otherwise, nobody knows the base of objectives. So, information must reach to them.
2. It helps in planning, because it makes information oriented. It gives vital inputs in the system.
3. It also helps in decision making. The system makes available of information to the decision makers.

4. Communication makes the coordination among the whole system is possible. The upward, horizontal, vertical, top down each and every types of coordination is possible by communication.
5. Communication brings closeness among the all. It develops relationship.
6. Communication makes the employee understand what standards are expected of them.
7. How policy decisions are likely to affect the workers and how those decisions are arrived at also possible through communication.

So, communication may face challenges and which may harm the whole system. Sometime it controlled in the process also

19. What is the need of accountability in public administration? Discuss the devices necessary to ensure accountability of the civil servants. (201 4+8=12

Ans. See answer of 20

20. What is accountability? Examine the need of accountability in administration. 4+8=12

Ans.: For good governance or proper functioning accountability among the personnel is must. The administration must be accountable for the authority he possesses. Actually, accountable means liable to be called to account.

1. Accountability makes committed. The administrator must be liable for his authority.
2. In the complex administrative system, for the protection of public interest, accountability is must.
3. Accountability brings discipline; it helps in the process of successful administration.
4. Accountability is a kind of ethics in administration.

There are various processes to ensure accountability in public administration system.

1. Representative bureaucracy makes the system accountable. When all the groups have representation in the administration system, then there will be possible to make liable for all.
2. Mass public participation is also helpful to be accountable. There is a possibility of much protest as well as violence and for that the public officials are concerned about that.
3. Administrative reform is also helpful for ensuring accountability. The age old system may provide scope of corruption, irresponsibility etc.
4. The laws, rules are also makes the public servant to be accountable. There should be also little bit modification whenever needed.
5. Innovative practices are important for the accountability in administration. There should be change in the system and new things should be incorporated.
6. The transfer, suspensions are also important for makes the servants to be accountable.
7. Good leadership or potential system may also make the system accountable.
8. Administrative ethics makes the society or the administration more or less accountable.

So, these are the various processes to ensure accountability not in the public administration but society also. It is also important for the personal life to us successful one.

21. Human Rights Issues in Public administration. 6

Ans. With the emergence of welfare state concept, the life and property is vital in administration. The all-round development is ensured by the concept of welfare state and at the same time human rights ensure all round protection. So, at present Human rights are inseparably related with public administration.

1. Human rights is utmost necessary for the better and comfort life. The public administration makes it ensure for the people.
2. Public administration is concerned with all round development and but development is not sufficient for all. So, the development security is only possible through the human rights.
3. Today the concept like sustainable development makes all the system responsible. The public administration is also bound to be people centred, efficient, effective, and equitable and which is nothing but the human rights protection.
4. The government is people oriented; any anti people activities makes the system vulnerable. It will contrast the human rights concept.
5. In the complex society with the emergence of globalization, privatization, liberalization, open market, competition makes the system clumsier. In such situation there should more and more mechanism to protect the rights of people. So, the human rights are getting impetus in it.

So, human rights are very acutely related with the human being but which is only possible with in the state. Public administration is the major mechanism to ensure Human rights.

22. Define leadership. Discuss the styles and qualities of leadership.

4+4+4=12

Ans.: leadership is a quality to lead the system as he wants. Therefore the leaders must have quality, vision, capacity, ambition so that his followers can be controlled. According to Ernest dale, "Leadership is the ability to influence a group towards the achievement of goals."

Eldership is a process of influencing others to understand the needs and the effective ways to fulfil the needs and the process of facilitating individual and collective efforts to accomplish the share objectives.

1. Leadership is a quality.
2. It is a collective activity.
3. Leadership requires recognition.
4. Leadership is possible with in the society. it may be successful or not.

So, we can understand the leadership that it is nothing but a process to lead the society.

There are various types of leader.

1. The traditional leaders are those who have influence in the society and traditionally accepted by all.
2. The charismatic leadership are those who have the quality to lead the society. They suddenly emerged as a leading person and establish influence upon all.
3. Constitutional leader: these are empowered by the constitution. They are in a position given by the constitution.
4. Known leader: whenever person has tremendous influence in the society, he is understood by all then he is called known leader.

5. Appointed leaders: these are appointed to lead the society. They are responsible for their work. But these may be removed also.

To be a good leader he or she must have some qualities.

1. He should be punctual in his duty. Otherwise it is not manageable for him to lead the so.
2. He must be concerned about the problem and prospects of the people, desire of the people must be also known to him. Actually, his vision should be the vision of the people.
3. He must be an intelligence person; his potentiality and capability bring success.
4. The personality of leaders is also important. The whole system depends upon the personality, he must be responsible one.

So, these are the various qualities must be possesses by every leader to bring success.

23. Role of public relation in Administration

6

Ans. In the present society, the role of public administration is enormous. They are bound to do work for the welfare of the people. There are various reasons for the public relation.

1. Public relation gives the opportunity to understand the desire of the people. What they desire and their perception about the working of the system, that is only possible with public relation.
2. The public relation makes it possible to prepare an effective plan and programme.
3. Public relation also makes the bureaucrats to be more responsible. Whenever they have direct relation, they would be faced with the public.
4. Public relation helps to cater the needs of the society. The opinion of the people is a major factor in public administration.
5. It helps to mobilize the system. The government have to increase their functionaries.
6. It also helps the system to be reformed.

So, these are the main reason that the civil servant must have relation with the people.

24. Motivation in Public administration. Discuss the Mc Gregor's postulates on Theory X and theory Y. (2015)

6

Ans.: public administration is concerned with the service to the society. So, the employee or the bureaucrats are bound to be motivated to make them public oriented. So, motivation helps in a successful administration.

1. Motivation helps to increase the production system. It makes everything understanding.
2. Only motivation helps to take public oriented planning in the administration.
3. Motivated employee always looks for the better ways in the administrative system.
4. The self-motivation helps to be self-sacrifice, the willingness to substitute services to others all are possible only by motivation.
5. Motivation helps to social reform. Only good things are accepted and that is possible if he or she is ready to motivate.
6. For the development of society, the public administrator must be time oriented. The time and space should be followed by him or her.

So, motivation is an inseparable part of the public administration. For the better service there should be possibility of motivation in the system.

Mc Gregor's X and Y Theory:

Mc Gregor proposed two sets of assumption regarding the worker of institutions. One is negative and called the theory X and other is positive and labelled as Y.

Under X theory,

1. Employee inherently dislikes work and whenever possible for them, they avoid it.
2. Since they dislike work, they should be coerced, controlled or threatened with punishment to achieve the desire goal.
3. Employees will shirk responsibilities and seek formal direction whenever possible.
4. Most workers place security above all other factors associated with works.

Similarly under Y factor:

1. Employees can view work as being as natural as rest or play.
2. Man will exercise self direction and self control if he is committed to the objectives.
3. The average person can learn to accept, even seek responsibility.
4. Creativity is widely dispersed throughout the population and which is helpful in the performing of functions.

So, Gregor is very categorical about the nature of worker. But it is very difficult to get such type of sharp distinction among them. So, workers have both the quality and it varies from time to time.

25. e-Governance

6

Ans.: in the present complex society, the functionaries of the government are increasing day by day. Therefore the high technological equipment's are very important. E-governance is the electronic system of governance. It bears the following characteristics.

1. It is an electric system of government. It emphasises on high technology than the traditional documents system.
2. It helps to increase capacity to work. Technology makes easy and sophisticated functioning than human being.
3. E governance makes everything transparent, system, functioning and the relation also.
4. For fast and immediate action, the e governance is so important.
5. E governance helps in the administrative communication, bring closeness among the people and the system.
6. Human labour is reducing by introducing e governance.

So, the e governance is replacing the traditional administrative process. It is not only helpful but changing phenomenon. It reduces the risk except the technological problem.

26. Examine the importance of coordination in administration. Highlight the different techniques of coordination. (2015)

8+4=12

Ans.: coordination is an important process in public functioning. By this various organizations are kept in close with each other. For the smooth functioning, coordination is must. The importance is tried to discuss bellow.

1. It helps in preventing overlapping of works. The whole administration maintains discipline.
2. It reduces departmental conflict and enhances cooperation among all.
3. It helps to understand the functionaries of others; the broader perception may be incorporated through coordination.
4. It helps to decide right decision by right person in right circumstances. Coordination makes everyone active and it helps in the production system.
5. Coordination helps in easy communication system.
6. Coordination makes it clear the authority as well as the responsibility in a distinct manner.
7. It helps in checking and observing the functioning of others institutions.
8. Coordination makes people committed and transparent one.

So, for the above qualities coordination is important.

For proper functioning, coordination is must. It helps in the smooth functioning of administration. There are various techniques in the process of coordination. Coordination can be possible in two methods, compulsory or coercive and voluntary method.

1. Coercive or compulsory coordination. It can be possible through proper hierarchy of administration. The superior authorities commands or order the inferior.
2. Voluntary coordination is very important. It is not possible to the entire superior that the lower levels of offices are working properly or not. So, the offices are voluntarily working and the coordination is going on in similar manner.

27. Legal rational authority

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Ans. Whenever a person empowered to manage something and he or she is backed by law, then that is called legal rational authority. Legal rational authority is emphasised by max weber, in his bureaucratic theory. He gives the authority on legal basis. It actually relates to

1. The authority is backed by law.
2. The authority has limitation; he or she cannot act beyond the predetermining system.
3. The system or power is known to all, it is sanctioned by the authority.
4. It is rational, that means fit for the human society.
5. The authority is also bound with some specific end.
6. It is a system of rules and procedure and that why free from various administrative loopholes.

So, for the modern and complex administrative mechanism it is more or less appropriate one.

28. What is public relation? Discuss the need and importance of public relation in administration.

4+ (4+4) =

12

Ans.: Public administration comprises each and everything of public life. They have the responsibility to works for the people. They are responsible for that. With emergence of welfare state, their functionaries are increasing day by day. Public administration in simple we can say that

1. It is concerned with the people.
2. It is not one sided relation, it comprises both. The proposer's with the respondent.
3. It may be formal or informal in nature.
4. It enhances people's participation.

In the present society, the role of public administration is enormous. They are bound to do work for the welfare of the people. There are various reasons for the need and importance of public relation.

1. Public relation gives the opportunity to understand the desire of the people. What they desire and their perception about the working of the system, that is only possible with public relation.
2. The public relation makes it possible to prepare an effective plan and programme.
3. Public relation also makes the bureaucrats to be more responsible. Whenever they have direct relation, they would to be faced with the public.
4. For the transparency, public relation is important.
5. Public relation helps to cater the needs of the society. The opinion of the people is a major factor in public administration.
6. It helps to mobilize the system. The government have to increase their functionaries.
7. It also helps the system to be reformed.

So, these are the main reason that the civil servant must have relation with the people.

**29. Max Weber and Bureaucracy/ critically analyse Max Weber's Bureaucratic theory. (2015)
6**

Ans.: Max Weber developed bureaucratic theory which is not only related with administrative system that means tasks and procedures but also the body of officials. His bureaucratic theory is concerned with the following characteristics.

1. Weber is concerned with well define hierarchy, hierarchical arrangement of offices, each with its own authority. The administrative system will be like a pyramid.
2. He is also favours a division of labour based on functional specialization.
3. Formalized, written rules of conduct and procedure are to be applied uniformly.
4. He favours impersonality in interpersonal relation.
5. The officials are selected and promoted on the basis of career and their potentials.
6. The office holder cannot appropriate his office.
7. There should be distinction of organizational resources as well as personal one.

So, these are the provisions initiated by Max Weber in his bureaucratic theory. But the theory is not free from criticism. If we criticise in an **affirmative (positive)** way, we may get the following points:

1. Max Weber is very scientific in propounding the theory. All are systematic as well as articulate. There is very little possibility of loopholes.

2. Secondly, here no possibility of repetition, over burden, complexity etc. He is clear about the whole system.
3. Thirdly, Max Weber gives emphasis on written documents. It bears authenticity in administration.
4. Here, all the administrators have their own ad judicial position and that is important in the present complex situation.

If we criticise in negative manner:

1. Marxist is very critical about Bureaucratic theory. They argued that is his theory a science or just prophesy?
2. From the behavioural aspect, Max Weber is incomplete. Actually he rejects the personal or individual capacity.
3. For all the society or system, it is not possible to establish the Bureaucratic theory. So, other theories are also important in the practical life.
4. He is very strong in the principle of hierarchy, but does not provide attention on the struggle for power among the administrators.

So, these are the negative aspects of Weber's theory. However, till date his theory is really getting substantial importance in the overall administrative system.

30. What is prismatic Sala?

6

Ans.: F. W. Riggs has discussed the Prismatic Sala model in his ecological theory. Prismatic means the society of transitia, that is in between the agrarian and industria. Sala is a Spanish term, it stands for room, partition, religious conference etc.

Riggs has identified basic features of prismatic society are:

1. The prismatic society is full of heterogeneity.
2. There are also formal norms, regulation, so it depends upon so much formalism.
3. There is a chance of overlapping in the society. Again the overlapping may be in two different forms; one is nepotism and another is poly communalism.

So, by Prismatic Sala model Riggs try to prove the inter relationship between the system and the environment.

31. Define Motivation? Discuss Fredrick Herzberg's two factor theory of motivation. 4+8=12

Ans.: Public administration is concerned with the service to the society. So, the employee or the bureaucrats are bound to be motivated to make them public oriented.

1. Motivation helps to increase the production system. It makes everything understanding.
2. Only motivation helps to take public oriented planning in the administration.
3. Motivated employee always looks for the better ways in the administrative system.
4. The self-motivation helps to be self-sacrifice, the willingness to substitute services to others all are possible only by motivation.
5. Motivation helps to social reform. Only good things are accepted and that is possible if he or she is ready to motivate.

So, motivation is an inseparable part of the public administration. For the better service there should be possibility of motivation in the system.

Frederick Herzberg's two factor theory related to motivation prescribed like the intrinsic factor and extrinsic factor. It is also called as hygiene factor and motivation factor.

Hygiene factor:

1. The employee deserves working condition should be congenial one.
2. In the time of hardship, any destruction there should be system of compensation.
3. There should be company policy and administration, job security for the employee.
4. Quality of supervision is also one of the qualities of hygiene factor.

So, these are the hygiene factors influence the person, it can motivate the employee. Whenever these facilities will be availed by the employee, then in spite of work a challenging one.

Motivation factor is also helpful in motivating others.

1. It helps to manage the challenging works in the administration.
2. It also provides opportunity of advancement and which is essential for larger outcome.
3. It is concerned with recognition of works, especially good works.
4. There is possible of personal growth.

So, these are the motivation factors are helping the motivation process in public administration.

32. Why is the institution of Ombudsman essential in a democratic government? Discuss the importance of ombudsman to redress public grievances. 4+8=12

Or.

Discuss the need for ombudsman in administration and examine the relevance of the institution of Lokpal in India. (2015) 12

Ans.: ombudsman is a grievance redressal mechanism in democratic countries. In democracy, the government is elected from time to time. If once elected, he or she can enjoy power for a fixed period. Again, the political administration is administration by layman. So, it is not possible for them to control the whole administration system. So, the system requires a separate mechanism for administrative justice.

Ombudsman is very essential for democracy.

1. It makes the bureaucratic as well as political administration responsible. People can approach to it.
2. It will benefit the common people against the dominant person of the society.
3. Ombudsman makes the administration very transparent; it creates check and balance in the whole system
4. It also makes the administrator more accountable.

There are various reasons for the importance of ombudsman in public administration. In the following a few discussed.

1. Ombudsman is less costly, cheaper than judicial system. All section of people can approach in it.

2. Here the institution can take quicker decision because they are concerned with similar kind of activities.
3. They are impartial and capable to establish confidence among the people.
4. It helps not only administrative that means bureaucratic transparency, but political transparency is also tried to established.
5. It helps to maintain systematic even in other department also.
6. For the complex and vast countries like India, these are important.
7. For the common people and who have no relation with critical procedure of administration, such types of organization provide help spontaneously if the plaintiff is unable to lodge a case even.
8. It helps to maintain cooperation as well as accountable too.

Actually for the check of administration, such type of administrative mechanism is very important.

33. Define Public administration/ what is public administration?

Marks 4/5

Ans.: Public administration has gained immense importance since the emergence of administrative state. It simply means administered the society in a systematic manner. Administration is a term derived from two Latin words, 'ad' and 'ministrare' and which means to manage, to serve the people. The concept is new one; it was formally initiated by W. Wilson by his work "the Study of Administration" in 1887. Today it accomplishes each and every activism related with people. Public administration has become the machinery for formulating plans and programmes and carrying them out. The government functionaries and their socio political responsibility enhance the perimeter of public administration. There are various exponents define public administration. According to L. D. White public administration consists of all those operations having for their purpose the fulfilment or enforcement of public policy. Like him W. Wilson defines Public Administration is detailed and systematic application of law, every particular application of law is an act of administration. Public administration is very acutely related with governance, policy making, and directing, coordinating programmes for the sake of people.

34. What are the difference between Public and Private Administration?

(2015)

6

Ans. The Administration can be divided in to political and non-political. Again it can be divided as public and which is controlled by the Government agencies, and private. The organizational functionaries of both are very similar, due have maintain responsibility towards the common people. Both are profit oriented, they have certain common rules, coordination, commitment, efficiency are very important in both system. But there is a huge difference between the two. These are discussed as follows.

1. In public administration, there is political direction, as per the govt. wishes they have to formulate policy and programmes. But in private administration, they are totally free from the purview of politics.
2. Both are concerned with profit, but sometime without profit the public administration has to provide service but at the same time the private administration is concerned with profit only. They are not responsible towards the social welfare.
3. Public administration bears greater social prestige, they have social responsibility, whereas the private institution has not.
4. Private institutions are under the purview of public administration. They have to registrar and take permission from the government ownership.

5. Public administration is something fragile concept; but private administration is more articulate, because they are committed to a particular authority.
6. The scope of public administration is greater than the private administration.

Though there is so much difference, but have similarities also. They have responsibility towards the people; the welfare of the people is must. The management system is also akin.

35. Write a note on significance and theories of leadership.

Introduction:

Leadership is nothing but a capacity to lead or influence others towards a definite goal. It is a capacity to lead or mobilize the people for the sake of their interest. In every society, or state or any problem of the people, some leading person are directly or indirectly concerned with it. It gives us to be articulate, helps in decision making, maintaining quality, personal integrity, it also helps in value oriented and decision making and so forth. Time since immemorial, the concept is readily accepted by all.

Meaning and significance of leadership:

Leadership is a capacity to influence others, motivates, control the behaviour for build up a team or to do something. The activities of people are regulated or managed by the leadership. For the common good, leadership and his or her capacity is important. According to Ernest Dale, "Leadership is the ability to influence a group towards the achievement of goals." Like him, exponents like P. F. Drucker, "Leadership is lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations." Actually leadership is a quality of a person, who can lead the society or a group or a particular community or nation in a definite direction. There is coordination between the leader and others. So, the life of others is determined by the leadership quality. If he fail to provide, then the responsibility of leaders is handed over to others. The leader must have potentiality and look the space and time. For any kind of distortion or problem, there may be chaos or revolution among the people.

Different theories of leadership:

There are various theories initiated to understand leadership in present day context. Laurie J. Mullins discussed leadership in three heads; Qualities or traits theory, Functional or group theory and finally behavioural theory. The trait theory is related with personal quality or ability of a leader. The inborn qualities of leader help to be successful. Another theory 'Functional and group theory' is a collective process to become successful. The leader is entrusted with manage the team, the development of individual is must. The last one is situational one. The readiness of the leader must have the influence wholeheartedly. Besides these, there are other theories like charismatic leadership, that means the leader become an extraordinary figure for the common people. Like that transformational leadership theory relates with how the values, beliefs of the subordinates are changed by the leader. In the similar way, Rensis Likert initiated a concept based on four main styles as exploitative authoritative, benevolent authoritative, consultative authoritative and participative one.

Conclusion:

Leadership is very important in the management system. How the followers are motivated that is important. It is the driving force for an organization. It makes relation among all. The socio economic and ideological or emotion may influence in the leadership process. So leadership is one of the vital provisions in the administrative system.

36. Critically examine the Human Relation Theory.

Introduction:

Public administration is becoming vital importance in the present society. With the dynamic society, the administration process is also becoming clumsy. Therefore individual factors and their performance is becoming crucial for study. Various theories including behavioural theory, human relation theory are prominent theory to study public administration in present day context. Human relation theory is related with human factor of production relates with increasing workers efficiency. Here the theory tries to discuss as follows.

Hawthorne Experiments:

Elton Mayo and his fellow friends conducted an experiment over the behaviour of factory workers in Hawthorne Plant of the Western Electric Company at Chicago. It was done in between 1927-32, Elton Mayo was the pioneer for this experiment. They observed a group of workers and how their activities are regulated by formal rules and regulations in the productive system. They observed the psychological, physical and economic are emerge as problem in organizational matter. They experienced that the rules and regulation had negative impact upon the workers. The owner should consider attitude and sentiments of the workers, for better production their cooperation, their mental satisfaction is necessary. The rest is important, because human beings are not like machine. The need of the workers, the common people must be fulfilled by the authority for proper functioning of an organization. The experiment proves that for better management, cooperation and group oriented behaviour is necessary, they should avoid competition and formal roles and regulation.

Features of Human relation theory:

Human relation theory is totally against the traditional theory in the human management system. It bears the following features:

1. It is against the formal relation among the employee.
2. The workers are no longer a machine.
3. The theory gives importance on self-management.
4. For better production or service, the cooperation and their sentiments must be understood.
5. Organizations are more sociological than legal rational entities. The organizations are determined by the social rules or norms.

Criticism:

Although Elton Mayo was very articulate in his experimental work and undoubtedly it has cardiac importance in the public management system. But it is not beyond criticism. He gave more importance upon the sentiment or mental satisfaction of the workers. The role of organization or the authority is very minimal and therefore there may be chaos among them. People are in need of opportunity, enjoyment, and luxurious life and for that there is chance of deviation from target point. Moreover, the interest of person varies from time to time. it is not fit in complex situation. So, human relation theory is important but this is not the final one.

Conclusion:

It is a people oriented phenomenon, the interest and the problem of the people are given more impetus than the organization. Though it does not support formal organizational relation, but the relation among the people are formal. Like others, every people regulate themselves. The social, personal needs of the workers are also taken in to account here.

37. Highlight the scope of public administration focusing on the POSDCORB view of administration. (2015) 12

Ans. Public administration is very frequently used in the present context. The word administration has been derived from the Latin words 'ad' and 'ministrare' which means to serve or to manage or to look after the people. Public administration is comparatively new subject; it can be traced back to the closing of 19th century. The study of public administration, as pointed out by Peter Self "developed as an offshoot of political science or public law, and until recently administration as an academic discipline was the very plain stepsister of this older discipline." Actually with the increase in government functioning, the welfare states, it requires a need to study as a separate discipline in politics, law, sociology etc.

The scope of public administration is very vast. It tries to incorporate all the managerial functions and even beyond that. We may be somewhat clear from the Luther Gullick's concept POSDCoRB. It gives us the detail of public administration.

POSDCoRB means Planning, Organization, Staffing, Directing, Coordinating, Reporting and budgeting.

Planning means the working out in broad outline the things to be done, the method to be adopted to accomplish the purpose.

Organizations mean the establishment of the formal structure of authority through which the work is sub divided, arranged, defined and coordinated.

Staffing means the recruitment and training of the personnel and their condition of work.

Directing means making decisions and issuing orders and instructions. Coordinating means interrelating the work of various sections and other parts of the organization.

Reporting means informing the agency to whom the executive is responsible about what is going on.

Budgeting means fixed planning, control and accounting.

So, these are the different functionalities generally incorporated within the scope of Public administration. More or less the term POSDCoRB incorporates all.

38. Identify the basic types of leadership. Explain the traditional theories of leadership. (2015) 12

Ans. There are different types of leaders in the social system. These are mentioned below.

1. The Traditional Leader: his position is assured by birth and heredity. King and queen are the example in this case.
2. The known leader: If someone's position is accepted by all or understood by all, such types of leaders are fall in this category. The religious heads are fall in this category.
3. The appointed leader: his position is legitimized by the fact that he or she has gone through a process of selection and appointed in accordance with the rules of the organizations.
4. The bureaucratic leader: his position is legitimized by the rank held by him. It is found in military structures and more complex and sophisticated commercial and public organization structure.
5. Functional leadership: his position is secured by virtue of his expertise.
6. The charismatic leader: his position is secured for his or her personality. He had such type of potentiality to spread substantial influences.

7. The informal leader: his position is not formally legitimized but he had the potentiality to lead the system. He is capable enough but not recognised by the system.

So, these are the different types of leadership in public administration.

Traditional theories of leadership:

There are various theories initiated to understand leadership in present day context. Laurie J. Mullins discussed leadership in three heads; Qualities or traits theory, Functional or group theory and finally behavioural theory. The trait theory is related with personal quality or ability of a leader. The inborn qualities of leader help to be successful. Another theory 'Functional and group theory' is a collective process to become successful. The leader is entrusted with manage the team, the development of individual is must. The last one is situational one. The readiness of the leader must have the influence wholeheartedly. Besides these, there are other theories like charismatic leadership, that means the leader become an extraordinary figure for the common people. Like that transformational leadership theory relates with how the values, beliefs of the subordinates are changed by the leader. In the similar way, Rensis Likert initiated a concept based on four main styles as exploitative authoritative, benevolent authoritative, consultative authoritative and participative one.

Conclusion:

Leadership is very important in the management system. How the followers are motivated that is important. It is the driving force for an organization. It makes relation among all. The socio economic and ideological or emotion may influence in the leadership process. So leadership is one of the vital provisions in the administrative system