

Conclusion

Weber - Germany of his time - legal rational - compared to traditional / charismatic - permanent - future - rationality
- no one including Weber - visualize - changes - last 5/6 decades
- efficiency - different context - his love for legal rationality.
 $\eta_{LR} > \eta_T + \eta_C \rightarrow$ can't be denied - Albrow

Martin Albrow - formalism - has increased manifold - modern day administration - advanced mgmt. techniques
- scientific content - enhance formalism.

Weber - proved correct - once - bureaucracy - can't get rid - Afro-Asian - India

plus - merit selection - no appropriation

minus - impersonal order, rules, spheres of competence, hierarchy, technical rules, written docs

present day b^{cy} - reflects the model

bureaucracy - unavoidable - weaknesses - inherent - individuals & orgs.

Weber - source of inspiration - students of b^{cy}

Administrators - change agents

B^{cy} - catalyst for modernization

Classical Theory / Administrative Mgmt. Theory

→ Luther Gulick and Lyndall Urwick.

- Papers on the Science of Admin - 1937 : imp landmark in the development of the science of administration.

- Gulick : Japan → NY, USA ; Urwick : Britain.

- Experience : civil service, military organizations, Industrial Undertakings
⇒ many references to discipline, efficiency, concept of line and staff.

- inspired by Taylor and Fayol.

- possible to develop Science of administration based on principles.

- Importance of structure ; priority to identifying and grouping tasks

- Structure as a designing process ; lack of design : illogical, cruel, wasteful and inefficient.

- Gulick - ten principles of organization (inspired by Fayol's 14)
Emphasis on Division of Work : basis/reason of organization.

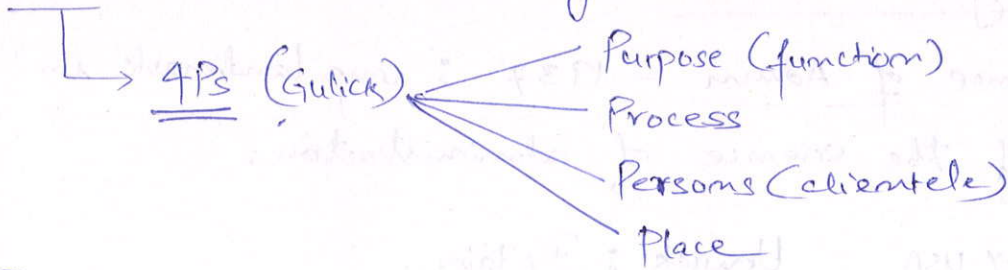
- Urwick : 8 principles ; later, by combining work of others : 29 principles

- Gulick : POSDCORB :
Planning - how to reach org. goals?
Organisation - structure of admin.
Staffing - personnel admin
Directing - orders by managers to subordinates
Coordination -
Reporting - upward flow of info (report progress to executive)
Budgeting - financial admin.

but imp fns like policy formulation, evaluation & PR : conspicuous by their absence

Theory of Departmentalisation

- Bases on which work may be divided and departments created.



→ Purpose base advantages

- self containment of the org
- low coordination costs

CRITICISM of ToD: incompatible, overlap, vague, prescriptive not descriptive

- Gulick & Urwick: favoured orgs. headed by single top executive and not plural bodies like committees.

- Unity of command → receive orders from only one superior.

- Principle of Staff

↑
unity of leadership

authority: leader, he needs assistance in running org

special staff

- no direct authority
- technical advice, info
- knowing, thinking, planning
- 'authority of ideas'

general staff

- assist executive in command, control and coord.
- transmit orders, follow up
- help coordinate work of staff specialists

Gulick: member of Prez's Committee on AM

↳ paved way for creation of present staff agencies under US Prez.

- Delegation of authority: need to delegate absolute, accountable for subordinate's action
- Correspondence of responsibility and authority.

- Principle of Span of Control: can't control > certain no. of subords.

Urwick: ≤ 5 or 6.

↳ if $N_{\text{subs}} \uparrow$ in A.P. $\Rightarrow$ $\uparrow$ G.P. in perm & comb. of relms needing superior's attention

Gulick: 4 vars. determine span

- individual supervisor
- work done by subords
- Span in ~~old~~ or long existing orgs.
- geographical proximity to those who are supervised.

$\Rightarrow$ General Principles of Admin by Classical Theorists (IGNOU Pg 67 MPA012)

- 1 # Theory of Departmentalization
- 2 # Single Top Executive or Unity of Direction
- 3 # Unity of Command
- 4 # The Principle of Staff
- 5 # The Principle of delegation
- 6 # The Principle of matching responsibility with authority
- 7 # The Principle of span of control
- 8 # The Principle of Division of Work
- 9 # The Principle of Coordination
- 10 # The Principle of Hierarchy

Refer
IGNOU
MPA012

CRITICISM

⊆ Pg 70 MPA 012 and Pg 31 - Nicholas Henry

⤵ Dynamic Admin. ⊆ Mary Parker Follet ⤵

- "Dynamic Administration" ⊆ 1941

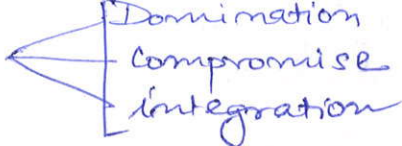
- CONSTRUCTIVE CONFLICT

- Conflict: not a wasteful outbreak of incompatibilities but a normal process by which socially valuable differences register themselves for the enrichment of all concerned.

not a warfare, only a difference of opinion/interest
neither good nor bad

unavoidable ⇒ use it!

"All polishing is done by friction"

- Conflict Resolution 

- Domination: easiest but not successful in long term

- discomfort to dominated, repressed tendencies as in Freudian Psychology, each retains tendencies that led to confrontation in the first place ⇒ will happen again
e.g. 1st world war (after 1st ww)

- Compromise: widely accepted but involves "giving up" something ⇒ conflict may come up again

- Integration: two desires are integrated; emergence of new values, better techniques, saves time and resources.
Goes to root of problem ⊆ conflict settled permanently
Stabilizes.

3) problems theorised instead of being taken up as practical issues

4) Language used : should be favourable to reconciliation and not antagonistic

5) Undue influence exerted by leaders

c) Lack of training : art of cooperative thinking shd be taught

4 steps in giving orders —————

- conscious attitude
- ↓
- responsible attitude
- ↓
- experimental attitude
- ↓
- pooling the results

- Sometimes orders not obeyed due to "habit patterns". To bring about a change —————

Salesman e.g. (Pg 113)
(very good) (Prasad)

- 1) build up certain attitudes
- 2) provide for their release
- 3) augment the release response

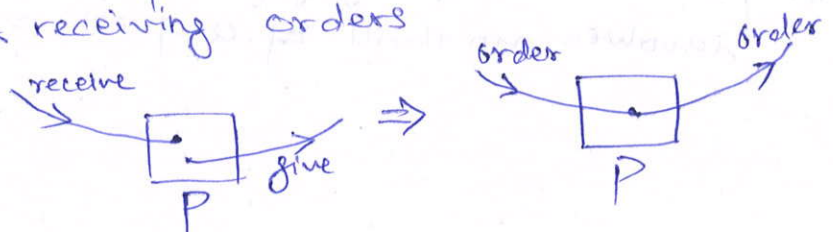
- To ensure acceptance of orders —————

- make them see the desirability of new method
- make office rules conducive for adoption of new method
- convince few in advance → set example
- intensify attitude to be released

- strength of favourable response $\propto \frac{1}{\text{distance the order travels}}$

- efficiency ↓ in long distance; ↑ in face to face suggestion

- order should integrate dissociated paths within individual connected with giving & receiving orders



- manner of giving orders is also important.
tyrannical and overbearing $\Rightarrow$ controversies

Depersonalising Orders

- To avoid too much bossism or giving no orders at all
- "Law of the situation": to be obeyed by all
- One doesn't order other, both take orders from the situation
- Exercise of authority of the situation.
- Order should be integral to the situation; situation is never static, evolves $\Rightarrow$ order should keep up with situation.
- ppl resent working "under" some1. "with" proposition heightens self respect $\Rightarrow$ $\uparrow$ efficiency
- problems $\Rightarrow$ how much & what kind of supervision?
 Follet: supervision not just for the sake of supervision but to accomplish something.
 $\Rightarrow$ how to point out mistakes/misconduct-?
 Tell in form, time, circumstances that provide real education to them.

Power, Authority and Control.

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- power: ability to make things happen,
to be a causal agent, to ~~no~~ initiate change.
- power over: coercive power; power with: coactive power
- power with: superior: self developing, $\uparrow$ understanding,
 $\downarrow$ friction, $\downarrow$ conflict, $\uparrow$ cooperation
- power on: can't be gotten rid of; should try to reduce