

Science - Systematized study of the part of reality to understand it & to know the cause & consequence of it.

Politics - It is a noble concept which deals with who gets what when & where.

Policy - expression of intention of state

Power - Ability to get things done irrespective of resistance in a social relationship.

Objective - standpoint that does not change from one pos'n to another, it is Universal in nature.

Leader is a person who sees the situation in totality and successfully guides the group towards original goal.

Motivation - The process that accounts for an indiv's intensity, direction and persistence of effort towards attaining a goal.

Morale - It is a mental condition or attitude of indiv or group which determine their willingness to contribute.

Governance - It is a process in which not only the formal govt inst'ns but all other formal & informal inst'ns come together to manage the affairs of state & its members.

Transparency - Degree to which info. is available to outsiders that enable them to make informed decision.

Accountability - obligation of those holding power to take

e-Governance - It is the use of modern ICT by Govt to improve η & effectiveness of Pub service Deliv. & promote Democracy.

SHG - is a small & informal assoc'n of poor having preferably similar socio-eco background and who have come together to realize some common goals based on the principles of self help & collective respbty.

NGO - Legally constituted orgn, operating independently from the govt & generally are considered as "non-state non-profit oriented groups who pursue purposes of Public Interest".

Bay is scientific, rational, technical, impersonal, impartial, neutral, universal and displays honesty, integrity and thereby its actions are precise, predictable & most η t.

Constitutionalism Pol Framework based on the concept of ltd govt & RoL.

Federalism is a form of governance in which there is distribution of power and responsibilities b/w core & peripheral units.

*Greek word **Demos** (People) **Kratia** (Rule)

Globalis² - It is a gradual process of integrn, interconnectedness across the world in multiple dimensions - pol, soc, cultural, econ, ecological etc.

Dvlpt Admn - part of admn that is directly responsible for bringing about socio-eco transformⁿ in the society.

Decentralization makes govt truly repassive & responsive.

Brings admin closer to people.

≠ Local Govt.

Disaster is a serious disruption in the functioning of the comm or society causing a widespread material, eco, soc. or envtl losses which exceed the ability of the affected society to cope using its own resources.

Hazard - A dangerous condⁿ / event that has the potential of causing injury to life, property or envt.

Vulnerability - Extent to which a comm/str is likely to get disrupted by the impact of hazard

Capacity - Res, means & strength that help a community to cope with, withstand, prepare for, prevent, mitigate or quickly recover from a disaster.

Risk - It is the probability of occurrence of a hazard & related loss in a given area over a specific time period. It depends on nature of hazard, vulnerability & eco. value.

EIA is an exercise to be carried out before any project or major activity to ensure that it will not in any way harm the envt. on a short term or long term basis.

Corruption is the abuse of entrusted power for private gain.

Social capital refers to the ability of a particular community to successfully confront, analyse & solve the problems it is faced with. It has 5 key dimensions: STICG [Social cohesion & Inclusion, Trust & solidarity, ICT, Collective Action & coop, Groups & N/W]

HRD is an effort to develop capabilities & competence among employees as well as envt conducive to "duplt".

Decision is an act of choice reached through deliberation, calculⁿ & thought.

Theory Y leads to greater sense of pptn, ego satisfaction of worker, self control, self direction, integration, team work, innovⁿ.

Training - process of developing skills, know, habits, attitudes (KASH) in employees.

Smart goals - specific measurable attainable relevant timely.

FRs are the basic rights enjoyed by an indiv in order to achieve full potential of a human being i.e to enjoy fullest physical stature, fullest spiritual freedom.

Scenario Planning is a systematic creative perspective approach to planning with an aim to adapt & transform the future

Taylor - The impact of his studies was so great that Mgmt which was hitherto considered an art, was given the status of science.

Fayol - °able to conceptualise that proper of Admin skill & knowledge ↑ as one moves up the orgn
° separate cadre

Weber - No other model in P.A. comes even near to matching Weber's "ideal type" in detail clarity and rigour of analysis. It possesses the attractiveness of broadness & advantage of relative simplicity.

Follett - °Her conceptions are gold mines of suggestions for anyone who is interested in the problems of establishing and maintaining human coop. in the conduct of an enterprise. (Metc & Urw)

° Drucker - "The Prophet of Mgmt"

° Her contributions have been seminal & indeed prophetic.

Mayo - °Father of HR Mvt in Admin thought

° The studies soon became historic & landmark in admin thought

Barnard - °His conceptions have immense contemporary value and strengthen the demtic spirit in the modern world.

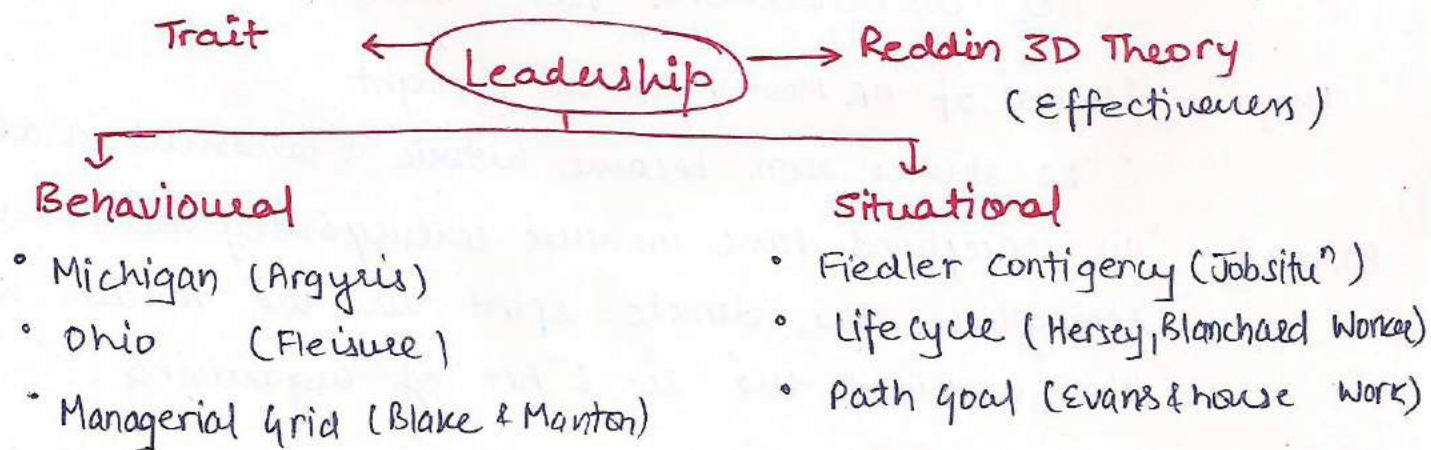
° He combined the sc. & Art of organising.

Simon - Pioneer in d.m., he estbl'd d.m. as the core of Admin action
DM subsumes POCOC, POSDCORB.

His study's utility, despite its criticism, is unquestionable and his contribution offers deep insight & is a

- Likert** -
- He emphasized the need to recognise monetary value of HR.
 - pleads for better methods of accounting, Total cost & Total assets of orgn.
 - most imp contribution to mgmt thought & practice is Analysis of good mgmt practices

McGregor - His conceptions are gold mines of suggestion from which Mgmt Theorists & practitioners can dig a great deal to sharpen their tools & readjust their strategies of mgmt for tomorrow.



Without proper stern - "illogical, cruel, wasteful, inq^"
 If scalar chain not followed - "indiscipline, insubordination & running"
 Decentralis^ promotes 'Adaptability, flexibility & mobility' of local initiatives.

Scientific Mgmt Movt.Background of the Movt

- 1> Enlightenment - Social/Political Mobilisation, monarch was questioned.
- 2> Industrial Rev'n - New machine / Techn'gy rise $\rightarrow$ $\uparrow$ in Prod'n

These both dvlp't led to transformation of both Govt & Pvt Orgz'n in terms of their -

- ① Size (small to large)
- ② Scale of operation (simple $\rightarrow$ complex)
- ③ & Nature of Activity

But the style of Mgmt didn't changed $\rightarrow$ mismatch b/w Managerial style and Requirement $\rightarrow$ Failure of the Orgz'n.

Various Practitioners / functionaries took initiatives to study why the Orgz'n failed & measures needed to correct it.

All these Theorists & though had diff. views they were agreed on one aspect that -

"Sc. of Mgmt should replace Rule of Thumb"

This env't. for systematized study of mgmt/admin in order to find & ensure the "one best way to do the work" is known as Scientific Mgmt Movt.

FW Taylor

Referred as Father of Sc. Mgmt, but critics, challenged this tag

- 1> He wasn't 1st to propose idea of this
- 2> He didn't coined the term
- 3> There was nothing managerial

Taylor's life

Greatly influenced by his mother (Puritan) From early age started using mechanised approach in sports. He started his career very early.

- ① Apprentice Machinist for 4 yrs
- ② Midvale Steel Plant from Labourer $\rightarrow$ Gang boss $\rightarrow$ Chief Engg. 6yr
- ③ Bethlehem Steel Plant $\rightarrow$ dvlp his ideas

Taylor's Philosophy

Taylor's view on failure of Orgz'n

Both Manager & Workers were respon'ble
Manager - $\frac{9}{10}$, Worker $\frac{1}{10}$ resp'ble.

Taylor's philosophy with regard to Manager

- Managers were managing the Orgz'n based on 2 I's - Ignorance & Indiff't
- Ignorance - Lack of knowledge of good ways work
- Indifferent - to good Managerial practice They followed Trad'nal " " based on -
- Driving style of mgmt (Authoritarian approach)
- Unscientific Incentive system (Pay for pos'n not for Job; Piece rate system)
- Lazy Manager's Philosophy i.e. Workers were to take initiative to earn incentive.

Taylor's Philosophy with regard to Workmen

- ① Natural Soldiering - Reduction of Work O/P bcoz of inherent limitations.
Sol'n - Persuasion $\rightarrow$ Retrenchment
- ② Systemic Soldiering - Reduction of Work O/P bcoz of 2nd thought reasoning, deliberative strategy.
Sol'n - Follow Scientific Mgmt. System

④ shop discipline - HK manager
Execution Supervisors -

- ① Gang Boss - " on work, ensures smooth conduct & envt on shop floor
- ② Speed Boss - Demonstration to complete Job within Time limits
- ③ Repair Boss - Hygiene, maintenance of equipments, Cleanliness
- ④ Inspection Boss - Inspects Quality of Produce.

Principle of Exception states that in normal circumstances the manager shouldn't interfere in the work of foremen except when target is excessively below/above the target.

- ## Principles of Scientific Mgmt

① Science of Mgmt → Rule of Thumb to be replaced by sc of Mgmt; best way to be determined & ensured implem'n of the same & fair days work.

- ② Scientific selection, Training & Devt of Worker
Skill workers to be recruited & trained

- ③ Bringing together of sc. of work & workmen

- Mental Level 2 refers to Mutual coop'n b/w managers & workers. A Psychological reorientation from stereotype mindset of Mutual hostility, suspicion to Mutual cooperation.

- Zero sum gain approach to share of surplus should be replaced by variable sum gain approach where the effort is towards $\uparrow$ in size of surplus. This will lead to high wage of workers, high profit of Mgmt, consumer satisfaction. Mental rev'l'n concept makes Taylorian view diff't from other theories.

- ④ Uniform division of work & Responsibility
b/w the Manager & Worker.

- Both Mgr & Wkr should willingly take up their own respons'ly. When these Principles are followed — Rule of Thumb will be replaced by Sci. of Mgmt

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- Has many

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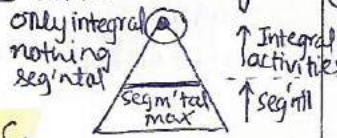
Route Clerk's work in form of in. cards

Henry Fayol

Father of Modern Sc. of Mgmt
Frenchman - fame later than Taylor
Multi-faceted Personality - mining
Engg., Geologist, Nobel P. Metallurgy,
Administrator.

Started his career as Manager, ideas
based on successful experience.

- ① Admin $\equiv$ Mgmt
- ② Generic view of Admin
- ③ Every Orgz'n carries 6 essential functions - Technical, Commercial, Financial, Accounting, Security, Adminve.
- * 1st 5 func's are segmental and last is Integral. Adminve func. is key to all other func's.
- Elaborating Adminve func'n he gave POCOC



- ④ Planning - envisioning the goal $\rightarrow$ strategy
- ⑤ Organising - systemizing Human & Material res.
- ⑥ Commanding - Authoritative comm'n
- ⑦ Coordinating - Harmonization
- ⑧ Controlling - Enforcing compliance

Besides the functions, he gave 14
'Flexible' Principle of Administration
which are derived from 'hidden laws'

- ① Division of Work - Will lead to Prod ability, expertise, accuracy, prod'vty. Belongs to natural order. It should not be overdone.
- ② Authority & Respon'ty - clear distr'n of duties with coequal amt. of authority
- ③ Remuneration - Payment should be based on fairness
- ④ Unity of Command - One boss
- ⑤ Unity of Direction - one head one goal
- ⑥ Centralisation - As the size $\uparrow$ s, intermediaries $\uparrow$ s, Manager's suspicion $\uparrow$ s, standardisation of Job. It belongs to natural order & depends on nature of workers.

⑦ Discipline - Obedience towards rules

⑧ Subordination of Individual interest to General Interest - lower unit should surrender its view in conflict to upper unit, within norms.

⑨ Order - Placement. Right man $\rightarrow$ Right Job

⑩ Equity - All individuals should be treated with fairness on all accounts

⑪ Scalar chain - Within Orgz'n, comm'n should travel via lines of hierarchy & should not jump but in case of conflict with Orgz'n's interest 'Gangplank' to be followed

⑫ Initiative - Mgr should encourage wrkr to take voluntary decisions & fulfil it.

⑬ Stability of Tenure - for Professional requirement

⑭ Espirit de corps - Harmony within Orgn.

• These are not exhaustive Principles
• Admin/Mgmt is a specialised activity requiring managerial skills thus it should be Professionalised.

Taylor & Fayol

Similarity

- ① Rule of Thumb to be replaced by Sc. of Mgmt
- ② Generic view of Admin
- ③ Ideas based on Experience

Dis-similarities

Taylor	Fayol
• Shop floor level	• Top managerial level
• Doing things	• Art of getting things done
• Knowledge of Engineering	• Knowledge of Mgmt.

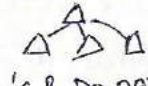
LUTHER GULICK & LYNDALL URWICK

Diverse Background, influenced by Taylor & Fayol gave Admin Mgmt Theory.

- ① Held Generic view of Admin
- ② Accepted Admin to be specialised activity requiring skills (devlpd by close observation) → create Principles (immutable, universal). Admin is both a Art & Science.

③ Promoted Politics Admin-fusion contrary

- ④ 1st operational respons'ity of Mgr is to create proper structure of the Org'n
- Gulick 10 Struc'ral Principles of Admin

- ① Division of Work
- ② Departmentalisation based on 4 Ps
Purpose, Process, Person, Place
- ③ Coordination by Hierarchy 
- ④ Coordination by Ideas (Do's & Don'ts)
- ⑤ " " Committees (complex, > 1 Dept)
- ⑥ Decentralisation (P. of subsidiarity)
- ⑦ Delegation
- ⑧ Unity of Command
- ⑨ Staff & Line
- ⑩ Span of Control [subordinates to be ltd, Gulick's Formula $n = 2^{n-1}$]

Urwick's 10 Struc'ral Prin. of Admin

- ① Principle of Objective - Goal
- ② " " Specialisation - Dow
- ③ " " Coordination - 3 Mechanisms
- ④ " " Respons'ity - Super-ordinate to be held responsible.
- ⑤ P. of Authority - clear establishment of Line of Authority.
- ⑥ P. of Definition - Detailed outline of resp. & Authority.
- ⑦ P. of Correspondence - co-equal auth.
- ⑧ P. of Balance - every unit to operate with fairness, unbiased

G & U's 8 Most imp. Princ. of Admin

- ① Fitting People to the structure
- ② One Top Exve (Unity of Leadership)
- ③ Unity of Command
- ④ Division of labour
- ⑤ Delegation
- ⑥ Staff & Line
- ⑦ Span of Control
- ⑧ Matching Respons'ity with auth'ity

G & U Functional aspect of Orgz'n

P - Planning	Co - Coordinating
O - Organising	R - Reporting
S - Staffing	B - Budgeting
D - Directing	<u>IPOSDCORB</u>

MAX WEBER

Sociologist. Academician → Primary & 2ndry studies. Devlpd his theory in context of Govt orgz'n than extended to Pvt orgz'n (Generic view of Admin).

• Weber while studying Rationalisation in modern society gave the concept of Bureaucracy. 'Weber' = Bureaucracy.
• To explain Admin, he used 'authority' study of domination. Author. = Power + legit. timey.
• He used methodology 'Ideal type' to study authority & gave 3 type of auth.

- ① Trad'nal - Obedience based on customs (a) Patri-archal (age) (b) Patri-lineal - (lineage)
- ② Charismatic - Obe. based on exceptional/extraOrd. qualities. Is most temporary (situation, quality). It may convert itself to other type of authority through Routinisation of Charisma. It is

③ Legal Rational Authority

Obedience based on laws. He preferred this bcoz of inherent rationalities in it. He designed his model of bureaucracy keeping in mind Legal Rational Auth. By using Ideal Type in Admin, he gave 3 type of Authoritative Sys.

① Patri-Monial - Masters, followers.

Functionaries treated as servants, loyalty is fostered with power. Personal arbitrariness of Master.

② Feudal - functionaries generate their own remuneration. Some Autonomy

③ Bureaucracy

Weber didn't define it & said it is 'an immense body of appointed officials' structural characteristic

① Bound by impersonal laws - functionary to act on prescription/provisions of law & not on his whims & fancies.

② Sphere of competence - Defined resp'n'sty, authority & skills.

③ Hierarchy - clearly estd. line of authority.

④ Meritocracy - Recruitment based on expertise

⑤ Impersonal Detachment - Separation b/w public & priv office & property.

⑥ Career service - life long assign't, sole resp'ty.

⑦ Written Records - Provides Accountability & ready reference for future Action.

⑧ Political Neutrality

Functional Characteristics:

B'cy being scientific... displays honesty & integrity & thereby its action is precise, predictable & most efficient.

Limitations of B'cy

① Alienation - ie separation of individual from their own self due to Impersonal detachment & career system. Iron cage

② Institutional character - B'cy being a power instrument, might be used for ~~per~~ personal goal. Instead of being instrumental may turn

Factors leading to rise of B'cy

① Capitalism - 'Need for Stable Envt'

② Indust'n - large, complex industries reqd scientificism.

③ Democracy - B'cy based on impersonal law & it being a body of expert helps the state to achieve its goal.

④ Market Economy - Hierarchy requires 'standardisation' in terms of remuneration

⑤ Absolutism - Disciplined, Organized control over subjects.

Criticism:

① Displacement of Goal ② Peters Prin

③ Parkinson's law ④ Non-ecological

⑤ Punishment centred B'cy ⑥ Decentralisation → Subgoal

M P FOLLET

Initiated studies on industrial groups. Was ahead of her time, was academically. With reference to group, she said - "It is natural outgrowth of human

① Nature ② Purpose

"Doctrine of Inter-penetration, symbiotic relationship. Biggest manifestation

of grp is state. She emphasized on Participatory form of democracy based on Law of co-action & rejected Repse dem.

Her ideas on —

① Conflict - It is natural, can never be avoided. It itself is not dangerous rather the manner in which it is handled ---. It should be used constructively.

③ Ways of resolving conflict

(a) Domination - Imposition of view

(b) compromise - mutual adjustment

Problems with (a) & (b) conflict continues, makes Orgz'n more conflict prone, new ideas lost

(c) Integration - Process of establishing creative synthesis among conflicting ideas, through principle of Evocation.

Steps in Integration: —

(i) Bring differences out in open

(ii) Demands ~~break~~ supports

(iii) Anticipation of conflict.

Obstacles to Integrations: —

① Intimidation ② Peoples habit

② Theorising the problem instead of its practical application
④ language used ⑤ Undue Influence of leaders ⑥ lack of Training.
Circular response as the basis of Integration is the key to constructive conflict.

② Power & Authority

Authority is vested Power (Pos'n)
" to be meaningful must be pluralistic, functional & cumulative.
Auth. is objective while Respy is subjective.
There can be delegation of Respy but not of Authority.

Orders (4 ways of giving orders)

- ① conscious Attitude - Know all Principles
 - ② Responsible Attitude - Decide Principles to be applied.
 - ③ Experimental Attitude - Try Expt. new
 - ④ Pooling of resources - data, info.
- Power should be based on 'Power With' i.e. jointly dvlpd coactive power, It can never be delegated.
Depersonalisation of Power based on Law of situation to be estbld.

③ Leadership

- ① By Pos'n
- ② By personality
- ③ By Function.

④ Coordination

- ① Through Direct contact
- ② coordination at an Early stage
- ③ " as a continuous process
- ④ " as a reciprocal relation

⑤ Control

Fact control (control by situation) rather than Man control.

Progenitor of human relations movt.
He says - Modern society is going through a phase of disorgz'n can be resolved by setting up of Adaptive Society involving value Educ'n & Adminr Elites.

Philadelphia Textile Study

Model industry → witnessed absenteeism & high turnover. Mayo said work being monotonous, noisy envt & long work duration resulted into pessimistic & melancholic reveries. By introducing rest periods they get relieved of boredom, fatigue & were able to enjoy their evening.

Hawthorne studies

1) Illumination expt - 6 girls, 2 grp
Same task, equal illum'n, separate room.
Illum'n of 1 grp ↑sd → ↓sd Prodvty ↑sd, other grps kept const still " conclusion - (a) Physical cond'n's & prodvty are not related (b) The girl being a part of research team, gave them sense of participation & thereby acted as a social unit.

2) Assembly Relay Test Room Expt.
5 female workers, given incentives than removed prodvty still ↑sd.
conclusion - (b)

3) Human Relation & Sentiment Expt
workers to share their views with interviewers. The interviewers acted as a ventilation Therapy & infused a sense of participation among workers. → led to Psychological attachment to the Job i.e. we feeling.

4) Bank Wiring expt

Observation method. Researchers found that the grps set a lower target from supervisor's target. All produce lesser & same amt. To ensure compliance strategies - social ostracization, ridiculing Name calling - Rate buster, cheslee, squealer.
General conclusion by Mayo

① Orgz'n is a social grp based on intricate mesh of humans bind together by sentiments

CHESTER BARNARD

Humanist, Behaviouralist, duped the theory based on experience & influence. The biological / Phy / social limitations + need for social interaction for individual to form / join Orgz'n.

• Orgz'n

Formal Orgz'n

Informal Orgz'n

FO - system of consciously coordinated activities / forces of 2 or more persons

IO - within an Orgz'n, continuous interactions → relations become systematised. This is called IO. There are structureless & not recognised. IO can vitalise FO, if nurtured well.

• 3 elements of Formal Orgz'n are:

① Common Purpose: Object / Subjective

② Willingness to contribute:

Talks about Motivation. Rejected CT as Mono-motivational & game contribution Satisfaction Equilibrium i.e. $C > S$: demotivation. So Willingness when Satisf. > contr'n

Four specific Inducements:

- 1) Material - money, things
- 2) Personal Non-material opportunity
- 3) Ideal Benefactions
- 4) Desirable Phys. cond'n's of work

Four General Inducements

- 1) Associative Attractiveness
- 2) Working cond'n's compatible to habits
- 3) Opportunity for enlarged participation
- 4) " " desirable comm'n.

Theory of Authority

Rejected Pos'n'l view and game Acceptance view of authority i.e. Auth. lies with subordinate. Acceptance of auth. depends on 4 cond'n's -

- 1) command should be intelligible
- 2) consistent with Orgz'n's goal
- 3) compatible " Individual's goal
- 4) " " Physically & mental

Zone of Indifference refers to

the Psychological state. Individuals with high ZOI will obey / comply to the command & people with high ZOI Denial will deny it. Exe should try to ↑ this ZOI

Fiction of Authority

Responsibility - multiple codes, if conflict, may lead to behaviour -

① Paralysis of Action → frustration

② Follow only one → guilt feeling

③ Follow 1, fulfil others also

Internal sanctions accepted over Ext. Large Orgz'n can't be operated unless respy is delegated.

③ The system of Communication

Comm'n is used to convey purpose & to exercise authority. "Comm'n is auth" character of comm'n system:

- i) The channels of comm'n should be definite
- ii) Every func'nary should have access to the channel.

iii) The comm'n should be as direct & short

iv) Complete channel should be used

v) Comm'n Centers should be competent

vi) Line of comm'n shouldn't be interrupted

vii) Comm'n should be authentic.

• Decision Making

Decisions is an act of choice reached through deliberation, calcul'n & thought

2 Types: Orgn'sal & Personal (can be Psychological)

2 elements: Moral element / opportunistic Element

complementary & strategic ← 2 factors

Decision making is a specialised task & burdensome task.

• Functions of Exe

① Formulation of purpose & objectives

② Maintenance of Orgz'n comm'n

③ Ensuring contribution from the

Herbert Simon
Behaviouralist, humanist, buk-Adminve
Criticism to C.T. behaviour

① Referred Principles of Admin as mere proverbs - (P of scalar chain, span of control, P of comm'n)

② Classical Theories based on Rule of Thumb (casual obsrvn, limited experie, deductive approach). Science should be based on Empiricism, Inductive study

③ Rejected Politics Admin Dichotomy

① Rejected concept of Absolute Rationality

Component $\rightarrow 2$

① Ethical - Goal, Value Predominates

② Factual - Means, fact

For him Admin is decision making,
dec. includes both fact & value. ∴

domin " " " " " the

SC. of Admin should be based only on the part of Orgz'n (fact) & not whole Orgz'n

Stages $\rightarrow 3 + 1$

① Intelligence → Identification of Problem

② Design $\rightarrow$ constr'n of strategies

③ choice $\rightarrow$ choosing best after Pros & Cons analysis

4) feedback $\rightarrow$ supplement'nry info. analysis

III) Types $\rightarrow$ 2

① Programmed Decisions → Regular/Routine

② Non- " " → new, unstructured.

He says NPD to be converted in PD by selection, training of exve, use of advanced tools, techniques, computers

Rationality in Decision-mak.

(I) Gave concept of Bounded rationality
- individuals do not have infinite capacity. The individuals should

① Economic man - Absolute R'ty

(2) Social man - Ir-rationality

③ Adminve man - Ltd Rty. Orgz'n
decisions to be based on Adminve man.

③ Rationality. might get compromised due to displacement of goal because of - (i) Commitment towards subject (ii) Introdn of values into means end paradigm

IV) Techniques to ↑ Rationality

① Use of specialised groups

② use of Adversarial proceedings

(3) Use of Market Mechanism

④ Use of Advanced Tools & Techniques

Motivation

He says, individual's current satisfaction should be more than individual's opportunity cost or its zero point.

The behaviour of individual will be subject to 2 types of Influence

① Internal Influence - establishing in employee Attitudes & habits to generate in him a we feeling

② External Influence - Achieved through Authority (Zone of Acceptance) communication, Training

Criticism

17 Logical Positivist - It is difficult to separate fact & value.

27 Ltd application for govt. Orgn

3) Introduced Political Adminn. machinery through back door.

4) Argyris - Didn't consider Inter-personal competence & satisficing man is contradictory to Mechanism of Org²nal Influence.

RENSIS LIKERT

Humanist, Behaviouralist, Participative Mgmt Theorist, conducted expts involving extensive research on Mgmt practice in American business and Govt.

Style of Leadership

2 types of leader —

- ① Employee centered — concerned with human aspect of subordinates + Team building.
- ② Job centered — ensure performance, maintaining standards strictly. Expt → swapped the leaders.

Organizational System

Sys 1 Exploitative Authoritarian Sys. Classical, Machinistic → hierarchic Top to down comm'n, man to man relation, no team work, fear of Punishment

Sys 2 Benevolent Authoritarian Sys.

Sys 3 Consultative System

Sys 4 Democratic Participative Sys

Humanistic Orgz'n → Trust, flexible structure, flexible superior-subor. Reln, encouraging participation.

Sys 4T Total Orgz'n

Sys 5 Non-Hierarchical Orgz'n

Sys 4 is the most η + as it involves —

Supportive Relationship —

Adaptive leadership → envt which considers values, expectations, skills of subordinates → Integration of Orgz'n & Managerial Process i.e. Interaction Influence System →

Motiv'n & Resource maxm'n.

Linking Pin Model — Every individ.

He also explained the η further of Sys 4 through sc. of Mgmt.

3 type of variables: ^{Orgz'n}

- ① Causal → Refers to style of leadership & struc.
- ② Intermediate → " " Motivation & Control
- ③ End Result → " " Human prodvty.

• Gradual movt should be employed to transform Orgz'n from Sys 1 to Sys 4 through Orgz'nal Improvement cycle.

In contemporary period since workers are becoming more skilled, Sys 4 is getting more & more imp't.

Conflict

Similar to Follett view, Critical of CT.

- ① Substantive conflict — Related to the performance of the Job
- ② Affective conflict — Based on Emotion.

Win-Win strategy should be used

DOUGLAS McGregor

He says it is impossible to control Physical Nature, also Human nature. $\therefore$ one should adapt to " " i.e. Selective adaptation of control.

Theory X — Directive, classical, Managerial Philosophy. It believes —

- ① Man doesn't like to work.
- ② " " take respty.
- ③ Mgr's respty to decide & used carrots & sticks.

Theory Y — Humanistic

- ① Man loves work
- ② " " freedom, respty
- ③ The Mgr should address to create of conducive Job envt consistent with human nature, thereby replacing coercive control with self control in work place.

Th. X → Resentment, Avoidance → $\downarrow$ in Producty

Th. Y → Integration → Motiv'n → $\uparrow$ in Producty.

The Transactional Influence

In a Job envt, where certain social elements as trust & Mutual support are present, there is no need for concern about Power equalisation or loss of Respty & status in Managerial hierarchy.

Rational Emotive Manager

Mgr. should address values, emotions w/o being irrational. Emotional Rehabilitation of Mgr.

Managerial Cosmology

This refers to Mgr's belief system which guides his action thus Orgz'n reality. Theory in contemporary period becoming more impl.

Orgz'nal conflict

Same as Follet's idea. 3 strategy

- ① Suppression of Difference
- ② Divide & Rule → Mgmt deliberately promotes an alternate view, so as to impose its own self.
- ③ Walking through of differences.

Scanlon Plan: McGregor + F. Leisner
Philosophy based on Theory Y. Loss reduction sharing + effective participation → Integration & self control

CHRIS ARGYRIS

All types of Orgz'n were underperforming in contemporary period bcoz of Incongruency b/w Managerial Practices and individual personalities.

He identified 3 major Problems:

- ① Individuals growth towards Personal & Psychological maturity -

Explained through Immaturity - maturity Paradigm.

Model 1

- Bureau's Pyramidal value system
- similar to Theory X
- conducive for

Model 2

- Democratic Participative value sys.
- Theory Y
- Mature Personality

He is emphasizing that Orgz'n & value sys. should be so reorganized so that it becomes conducive for individuals person & psych. growth.

② Problem of Interpersonal competence

Transactional Influence of McGregor suggested 4 type of Behaviours

- ① Being open to others
- ② Accepting respty
- ③ Ready for exptmn.
- ④ Help others.

③ Problem of Appropriateness of Orgz'nal structure

Diff. activities → Diff. structure
• gave 4 orgz'nal structure reqd.

- ① Pyramidal structure - Sys 1
- ② Modified formal - Sys 4
- ③ Participative str. - less hierarchic & flexible. Innovative, new ideas
- ④ Matrix structure - superimp. of Project Orgz'n over functional Orgz'n.

He alongwith E. Wright Blake discussed Orgz'nal & individual n through Fusion Process → of Personalizing Process - Ind. goals
socializing Process - orgz'nal goals.
his criticism to classical Theorist

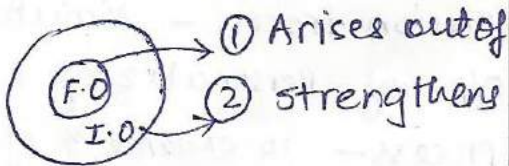
- ① ↓
- ② unscientific.

criticism

Overemphasized self actualisation & Undermined Role of Authority.

① Organization

- Cooperative social system
- Human Purpose
- 3 imp elements
 - common Purpose $\begin{matrix} \text{obj} \\ \text{sub} \end{matrix}$
 - Willingness to contribute (wte)
 - System of comm'n
- Formal aspect of org'n
 - Recognised & structured
- Informal aspect generates Personal integrity, self respect $\rightarrow$ wte



② Willingness to Contribute

- Motivation
- C-S-E $C < S$
- 8 Inducement $\begin{matrix} \text{specific} \\ \text{General} \end{matrix}$

③ Authority

- Acceptance view
- Fiction of Authority
- ZOI & ZODenial
- Power of Veto

④ Responsibility

- Moral aspect $\begin{matrix} \text{Internal} > \text{Exter} \\ \text{Sanctions} \end{matrix}$
- Multiple codes Deleg'n
 - ↳ Conflict $\rightarrow$ Behaviour

⑤ Communication

- // = Authority ④ Leader
- Characteristics RIPEd

⑥ Decision Making

- Act of choice; deliber, calc. & thought
- personal & personal dec.

① Decision Making

- Series of Activities put together
- Admin = D.M.
- 2 components $\begin{matrix} \rightarrow \text{Ethical} \\ \rightarrow \text{Factual} \end{matrix}$
- Fact-value Dichotomy
- For sc. of Adm D.M. = Fact
- Bounded Rationality
- 2 Types - Progr. & Non-Program. Dec
- 4 stages - Intelligence Design Choice Feedback

② Rationality in D.M.

- Classical Theorist Absolute Rat.
- Bounded Rationality
 - Models of Man [Eco, Soc, Adm]
- What Compromises it?
 - Sub goal
 - Value
- How to increase it?
 - specialised grps
 - Adversarial Proceedings
 - MKT Mechanism
 - Tools & Techniques

③ Motivation

- Idv's current satis. $>$ oppor cost / zero Pt.
- Influence - Internal & External

④ Authority

- Zone of Acceptance

⑤ Communication

- free flow, formal & informal channel

⑥ Training

- Indoctrination + Skills

Rensis Likert

- ① Leadership (Expt)
Employee centered & Job Centered
- ② Organization System
 - I - Exploitative Authoritarian Sys
 - II - Benevolent " "
 - III - Consultative System
 - IV - Democratic Participative Sys.
 - IVT - Total Orgz'n
 - V - Non-Hierarchical
- ③ System 4
 - ① Supportive Relationship - an envt with
 - Adaptive & Relational Leadership
 - ② Interaction Influence Sys.
 - Integration of Indiv wrt goal, values
 - " of orgz'nal & Managerial Proc.
 - ③ Linking Pin Model
 - ④ Sc. of Mgmt - Variables:
Causal Interm. End Result
 - ⑤ System 1 → 4
Organizational Improvement Cycle
- ④ Conflict
Substantive & Affective
Win Win Strategy

D. McGregor

- ① Theory X
- ② Theory Y
Selective Adaptation of Control
Transactional Influence
Rational Emotive Mgr
Managerial Cosmology Key to
Organizational Reality
Partcpn, Ego satis, Self Control
Self Direction, Integr'n, Team
Work, Innovation.
- ③ Organisational Conflict
Differences

Chris Argyris

- ① Maturity - Immaturity Paradigm
 - Managerial Practice $\neq$ Indiv Person.
 - Model I Bctc Pyramidic Values Sys
 - Model II Dctc Humanistic " "
- ② Problem of Inter-Personal Competence
- ③ 4 types of Orgz'nal Structure
 - Pyramidical
 - Modified formal
 - Participative
 - Matrix
- ④ Fusion Process - simultaneous
o/p of Personalizing & socializing
process - to enhance η of indiv.

Institutional Model

D.M by various agencies & members of the Govt. Ignores outside govt agencies.

Group Model

No. of group, strongest grp guides the decision. Ignores role of state

Pluralistic Model

State plays role of neutral referee provides necessary platform for groups to negotiate. Strongest grp - most say, least grp - least say

Neo Pluralistic Model

Robert Dahl
Charles Lindbloom

State itself is a powerful Interest grp. Corporate most powerful.

Elite Model

c. Wright Mills

Minority, most influential, homogenous → elites take the decision & govt legalises it.

Marxist Model

State - exve body captured by dominant class, promoting the interest of Bourgeois.

Neo Marxist Model

Althusser, Paul Lantieri
Gramsci

Large no. of classes → no class in a pos'n to completely capture the state thus state emerges autonomous & enforces its will independently.

Game Theory

D.M in a competitive envt, many actors partially controlling the consequence. The final choice after analysing all consequence to be made while avoiding extreme. Used in International Relations.

Rational / Root Model

Eco'ic model based on cost benefit Analysis best strategy to be adopted. Not practical, Absolute Rationality Limitations: Problem of

① sunk - cost ② Impossible burdens

D.M within govt not based on new decision rather incremental / marginal changes made to existing decision, that too with Mutual Partisan Adjustment approach ie Pressure by Powerful Interest groups. He refers it as Disjointed Incr'al. He also gave advantage of this model. eg. SEBI Power

Logical Incrementalism

Quinn

Incremental decisions in background of long term goal

Mixed Scanning

Amitai Etzioni

Do Broad scanning → find Ltd factor of critical Importance → Decision to be based on detailed Analysis of Ltd. factors. combined Rational & incremental, very close to logical incrementalism.

Garbage can Model

March

Dec. making in Govt is not based on rational calcul'n, but is chaotic in nature. Govt. is a loosely organized body involving large no. of Problems, decision maker, sol'n. For dec. to take place requires — eg. DRP, Nepal

- ① Sensitive dec. maker
- ② Availability of Good sol'n
- ③ Conducive situation.

Revised Garbage can Model

Kingdon

3 streams in d.m - Problem, Political (Public opinion/support), Policy (Admin's rs). For dec. to take place, the 3 stream have to converge.

Techniques of Group Decision making

① Brainstorming

conference style, grp leader clarifies issue, members share as many ideal, value comment prohibited, discussion → consensus on decision. Limitation (i) Problem of Group think (ii) Influential Person can hijack.

② Nominal Group Technique

conference style, grp leader clarifies, members ponder → give their best idea while maintaining anonymity. idea → Rank.

(3) Consensus Mapping

Used where large no. of people,
Core Grp + Clusters (subgroups).
subgroup → discuss → view to core grp
↑ strawman map

④ Delphi Technique

Issues which are futuristic + require diverse expertise.

Expert grp within orgz'n -

- ① Identify Expert
- ② Prepare Questionnaire

Revise questionnaire to send to new experts till issue reach closure.

Quantitative Techniques of D.M.

① operation Research -

Quantitative study of Orgzn in action
so as to improve its functioning.
Creation of math'cal model, Every aspect
of Problem & Alternatives quantified.
Simulate using virtual space.

② Decision Tree

To deal with issues which involve series of sub-decisions + uncertainties. Each subsequent dec. based on preceding decision - an entire chain is created.

③ Linear programming

optimal distr'n of Scarce Resource

④ wait List / waiting Line Technique

The existence of WL/non-existence indicates the area & nature of d.m.
The existence of WL can point to things

- ① Existence of higher demand
- ② Inadequate facility.

⑤ Game Theory

- Govt. is not able to bring Police reforms.
- Tax reform bcoz there are radical so govt. going for incremental model
- Dror criticises Incrementalism as when a policy fails, a new policy needs to be brought incremental steps will not work.
- Dupuis in empirical research & Mgmt Sc. have made it possible to build optimal models.

LEADERSHIP

Leader is an indiv. who successfully guides a grp of people towards orgznl goal.

Leadership Theory - 3 Types

<I> Trait Theory of leadership

Indiv. is a leader by virtue of his qualities. Highlights 'what leaders are'. Great Man Theorist

<II> Behavioural Theory - Most nt

Leader = Task oriented + Humanist
Highlight 'what leaders do'.

① University of Michigan - Kensis Likert. Employee & Job centered leaders

② Ohio State studies - Fleisler, 2-D
Initiating structure, consideration.
Most nt leader = High IS, High C out of 4 types of leader.

③ Managerial Grid - Blake & Manton
2D - ① consideration for Task & ② cons. for People
5 Leaders - Impoverished, Task oriented, country club, Team oriented, Middle of the road. Most nt - Task oriented.

<III> Situational / contemporary Theory

Rejected both Trait & Behav. Theory & emphasized as the situation changes, leadership style should also change.

① Fiedler Contingency Theory

Correlation b/w Leadership style & Job situation
Job situation is dependent on 3 critical Factors - (i) leader member relation (ii) Task structure (iii) Leader's Pos'nal Power

④ Job Situation

- (i) Highly fav. → all 3 factors high
- (ii) " Unfav → " " " low
- (iii) Moderately fav → 2 (+ve) 1 (-ve)
- (iv) " unfav → 2 (-ve) 1 (+ve)

Based on Job situation & concept of LPC - Least Preferred co-worker, he gave 2 Leadership style

- (i) High on LPC - moderate situation
- (ii) Low on LPC - ~~high~~ ~~moderate~~ ~~situation~~
nt in highly fav/unfav situation

② Situational Theory / Life Cycle Theory

Hersey & Blanchard. Leadership style vs Type of Worker. 2-D - ① Job ② Psychological Maturity. Based on maturity 4 types of workers

- i) M₁ - Unable Unwilling Telling Low on ① High on ②
- ii) M₂ - Unable Willing Selling High High
- iii) M₃ - Able Unwilling Participative High Low
- iv) M₄ - Able Willing Delegative Low Low

① → Relationship ② → Task.

Leadership style is flexible, can change through educ'n, Training, deliberations.

③ Path-Goal Theory Evans & House

Influenced by Vroom Expectancy Theory. Indiv. work hard, if work leads to highly valued things. Leaders should ∴ make the work attractive. Correlation b/w Leadership style & Nature of Job.

- ① vaguely defined → Directive
- ② clearly defined + repetitive → Supportive
- ③ " + Non-repetitive → Achievement oriented
- ④ Not as clearly defined + " → Participative.

④ Reddin 3D Theory critique of situational

3D → Task orientation, Relationship or, Effectiveness
Basic leadership style remaining same, there would be effective LS & ineffective LS.
Effective LS to be followed for nt.

Missionary	Compromised	Related	Integrated	Developer	Exve
Deserter	Autocrat	Separated	Dedicated	Bureau- crat	Benevolent Autocrat

Effective LS

Leader	Manager
• Strategic orientation • Concerned with vision mission • " " values & Principles • " " Policy • Influence • followers • Entrepreneurial	• Practical (Short term view) • - Procedure, process, struc. of org • - Supervision, control, comm etc • - Implementation or execut'n • control • subordinates • Transaction (Routine)

Communication

- Transfer of info, order & instructions from top → lower hierarchy
- Transfer of reports, idea, suggs, complaints, grievance from below up
- Vertical + criss-cross comm'n
- Sender - channel - Receiver - Noise & feedback

Types of Comm'n

- ① **Verbal** - Time & Money ↓ understanding ↑
- Written** - Rec'd far off, Perm. Record
- ② **Formal** - Official channel, planned, impersonal, slow & rigid, maintains Voc
- Informal** - Unofficial, unplanned, Personal, fast, arises from social interactions
Adv. - Better human relation, satisfy social needs, fast & flexible, feedback
Lim. - Rumours, Distortions, Responsibility, leakage of confidential info.
- ③ **Downward** - Authoritarian, Used to give
 - i) Specific Task Directive
 - ii) Info about Org'nal Procedure & Practice
 - iii) Rationale of Job **Katz & Kahn**
 - iv) Performance
 - v) Indoctrination
- Upward** - non directive.
 - idea, attitude, performance, grievance
 - Technical feedback
- Crosswise** - Horizontal + Diagonal + Vert.
 - Task Coord. + Conflict Resol. + Problem solving + Info sharing. fast

Theorists

- ① **Fayol**: Scalar Chain & Gangplank
- ② **Barnard**: Comm = Auth., characteristic
- ③ **Simon**: Free flow & informal comm'n

Importance

- convey org'nal purpose & Authority
- gives UoD, supervision
- POSDCORB
- Morale & Motiv., job satisf., D.M., Leadership

Barriers

- ① Semantic - Poorly expressed msg
- ② Subordinate - Unwilling & Unable
- ③ Noise + Loss by X-mission
- ④ Distrust, fear, Threat
- ⑤ Info overload

MORALE

Flipbo: Morale is a mental condition or attitude of indiv & group which determine their willingness to contribute

Morale

- Attitude
- Group Phenom.
- Directed towards all aspects of Work
- formed over a period of time

Motiv'n

- Inspiring People
- Indiv's willingness
- Only Job

High Morale: Team spirit, Zeal, Enthusiasm

- Effects: ① willing coop. ② loyalty ③ Pride ④ Discipline ⑤ Initiative ⑥ Reduces supervision ⑦ Employee turnover, waste, strike ↓ ⑧ Producty ↑, Grievance ↓

Low Morale: Producty ↓, Tardiness, Absentee, employee turnover, conflict, irritated, critical.

Factors for building High Morale

LD White

- ① clearly defined Purpose & Objectives of the org'n
- ② sense of worth-whiteness of Work
- ③ confidence in integrity & good intent of Associates & superiors
- ④ Personal Loyalty to be earned.
- ⑤ Stimulating Leadership
- ⑥ Recognition

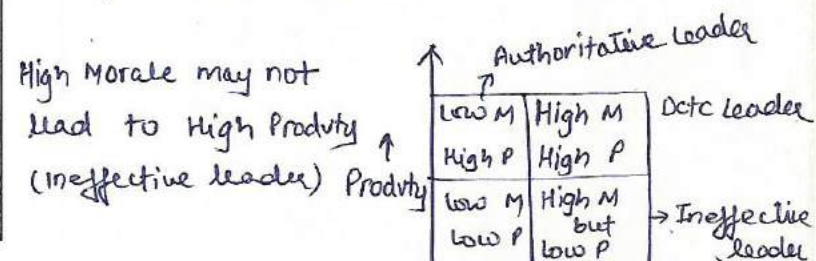
Other measures:

- ① Job Enrichment
- ② Attitude Change
- ③ Rotation of Job
- ④ Incentives
- ⑤ Employee partcp'n
- ⑥ Rec't, Training, Transfer, Comm'n

Taylor - Mental Revl'n; Fayol - Espirit;

Follet - coactive Power; Partcpve Theorist

→ selfesteem → morale.



Obstacles to Upward Communication

- ① Physical dist or inaccessibility - Hierarchy ↑
- ② Distortion at each level - sugar coating
- ③ Attitude of superior (not interested / good listener)
- ④ Inferior status of subordinate
- ⑤ Traditionally only downward commⁿ.

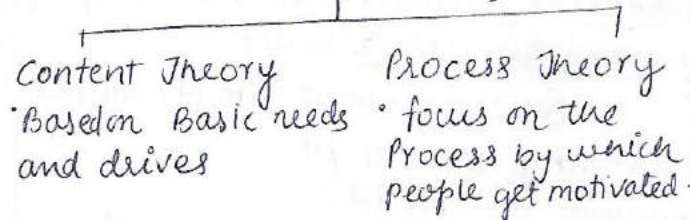
Improving Upward Comm'n

- 1> Awareness of Obstacles by Mgmt
Head must lead by eg, encourage.
- 2> Select his communicators well (supervisors)
- 3> Apply strategy of counter-biases
to retrieve original info.
- 4> Head must be a good listener
& act on suggestions appropriately
- 5> Inst'nal devices such as conference,
suggest box, Brainstorming etc can
help.
- 6> Pseudo-Intellectual.

• It is the bloodstream (Pfiffner),
foundation (Drucker) & Character (Barn)
of Orgⁿ.

The Process that accounts for an individual's intensity, direction and persistence of effort towards a goal.

Motiv'n Theory



I ABRAHAM MASLOW

Initiator, concept of "Need"

There is not a single need but Multiple needs. He identified 5 needs + 1.

At any pt. of time, there are multiple needs, but only one need is prepotent.

- Once satisfied, the need remains no more motivational.
- The Prepotency of need follows a order/sequence known as Hierarchy of needs.

- ① Physiological - Basic Existential food-
 - ② Safety/Security - Safety to life, property
 - ③ Social - sociable envt, cooperative
 - ④ Esteem needs - Achievement, recognition
 - ⑤ Self-Actual'n - Directed towards searching meaning & purpose in life.
 - ⑥ Meta Motiv'nal - Helps other to self Actualise
- 1st 4 - Deficit needs; ⑤ - Growth need ∞
- Lower order need → most individuals are here, easy to manipulate & predict their Behaviour.
 - One who reaches self-Act'n (< 2% indiv) is difficult to manipulate
 - Hierarchy of Needs is not watertight compartments.
 - Hierarchy is not as rigid. There might be some deviations.
 - Need mix - At any pt. of time out of multiple needs, only one is strongest.

II F. HERZBERG

originator of Motiv'n hygiene theory & called 'Father of Job-enrichment'. Used the concept "Goal" to devlp his theory. Indv. carries 2 types of Goal -

- i) Goal to avoid Pain - Addressed by Dissatisfier
 - ii) Goal to Grow Psychologically - Satisfier
- Dissatisfier / Hygiene / Maintenance / Extrinsic / Context factors
Satisfier / Motivators / Growth / Intrinsic / Content factors

Dissatisfier

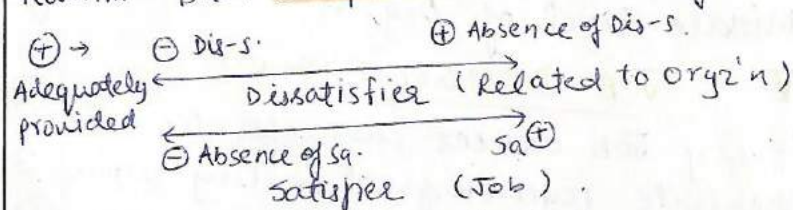
- ① Company Policy & Admin
- ② Salary
- ③ Supervision
- ④ Interpersonal Relations
- ⑤ Working cond'n's

Satisfier

- ① Recognition
- ② Achievement
- ③ Responsibility
- ④ Nature of work
- ⑤ Advancement & Growth

The factors have distinct character & impact i.e. Dis-satisfier surround the Job & avoid dis-satisf'n while satisfier lies in the Job & helps to bring satisf'n.

They are not opposite ends of same continuum. Dual unipolar Trait theory.



- Factors are separate & distinct
- Dis-satisfiers are imp to org'n but they don't influence motiv'n of indiv.
- Satisfiers are only motivational
- There can be 2 types of individual

1. Hygiene seekers

- motivated by Job envt
- More sensitive to hygiene
- Ultra conservative or Ultra Liberal
- Not high achievers

Motivation seekers

- work itself
- More sensitive to satisfiers
- Sincere & concerned
- High performers.

Argyris → Job enlargement → loads Job horizon.
→ ↑ the scope → feel of Partic'pn → Overburden

Job enrichment → vertical loading → ↑ the depth → devlp lasting motiv'n

Comparison b/w Maslow & Herzberg

Maslow - ~~Good~~ Need, Every need motiv'n, 1 Prepotent

Herzberg - Goal, only satisfier motivational, All satisfiers equal

Similarity → Both explained Behaviour

III ERG THEORY Alderfer

• 3 Core Needs -

- ① Existence $\Rightarrow$ Phys. + safety / security need
- ② Relatedness $\Rightarrow$ Social + extrinsic part of Esteem
- ③ Growth $\Rightarrow$ self Act'n + intrinsic " " "
- No Prepotency of need,
- No Hierarchy, there can be Jumping
- Frustration Regression Dimension

IV COGNITIVE EVALUATION THEORY

Introd'n of extrinsic factor reduces the influence of intrinsic " .

Limitations:

- 1) How to manage extrinsic factor
 - 2) Study conducted on students
 - 3) Further studies $\rightarrow$ work with high Job content are rarely influenced by extr.
 - 4) " " low $\rightarrow$ extrinsic f. are motiv's
- This theory more applicable to Middle level of Orgz'n.

V JOB DESIGN THEORY

• Every Job carries characteristic which generate Psychological feeling which act as cognitive Antecedents defining the motiv'n / Demotiv'n of indiv.

• 5 Different Characteristics:
① Skill Variety ② Task Identity ③ Task signif'nce ④ Autonomy ⑤ Feedback.

• Psychological feelings

- ① Feeling of meaningfulness
 - ② " " Responsibility
 - ③ " " Knowledge
- mgr should work on these feelings.
- Social Info Processing model: The characteristic of Job is more perceptual than a reality.

VI EQUITY THEORY

Stacy Adams

• Based on I/P / O/P Analysis, indiv. undergoes multiple Psychological Process of comparison that decide his net satisfic'n that may be.

Psychological comparison 4 dimensional

- ① Self Inside ② Self Outside
- ③ Others Inside ④ Others Outside

• A state of Inequity gives rise to Behavioural Initiative to attain Equity.

- ① changing the I/P ② - O/P
- ③ " " Perception about self ④ others
- ⑤ changing the Ref pt
- ⑥ leaving the field.

• Principle of Distributive Justice to " " Procedural Justice $\rightarrow$ the theory modified.

VII GOAL SETTING THEORY

• Indiv's motiv'n $\uparrow$ s when

- ① Job is clearly defined
- ② Autonomy ③ Participative feedback.

• Situational factors

- ① Goal commitment - Knowledge of others
- ② Self Efficacy - Assess'nt of one's Ability
- ③ Task structure - New / Independent Job
- ④ National culture - expl'ns subject to cultural Influence

VIII ACHIEVEMENT MOTIV'N THEORY McClelland

3 Types of Need -

- ① Need for Achievement
Person high on this like to take job of intermediate difficulty. They like to head a unit / Orgz'n, not very good in grp situation.
- ② Need for Affiliation - sociable envt
- ③ " " Power - desire to control.

IX VRROOM EXPECTANCY THEORY / VIE Theory

Strength of indiv. tendency to take effort depends upon indiv's expectation that the effort will lead towards a desirable outcome.

A +ve co-relation should exist b/w

Effort $\xrightarrow{\text{① tve expect'n}}$ Performance $\xrightarrow{\text{② valued}}$ Reward $\xrightarrow{\text{③ valued}}$ Satisf'n

• Valence - strength of indiv's desire

Expect'ncy - tve expect'n effort $\rightarrow$ 1st level outcome

Instrumentality - tve correlation b/w " & 2nd " "

X PORTER-LAWLER THEORY

• The relationship b/w Effort & Performance depends on

- ① Amt of effort ② Ability of indiv ③ Indiv's Role Perception.

• Perf'ce is directly linked to satisf'n stronger link

Meaning of Public Admin

P.A. — as an activity
— as a discipline of Intellectual enquiry

'Govt in Action', large no. of defn's but no unanimity because

- **Waldo** - state's role ever changing → escapes the capture. 1 sent. defn → Mental Paralysis, narrows the understanding.
- Semantics pt. → To take care of/serve
- **Simon, Gladden** - study of Exe branch
- **Willoughby, Nigro** - All 3 branch
- Authoritative allocation of values, Political Sys
- **LD White** → Enforcement of Public Policy, **Wilson, Dimock** systemic & Detailed implem't of PP.
- Activities directed towards Public Welfare
- POSDCORB view → Tools & Techniques
- Subject Matter view → study of public policies or Programmatic concerns. (functional areas)
- Activities financed out of Tax Payers money
- **Mosher** - It is best it not be defined

Scope of Public Admin

• **Waldo** - Since no unanimous defn, the scope has no settled bound'ry.

Individual Theorists

- ① **Willoughby** - 5 Areas (a) General Admin (b) Org'n structure (c) Personnel Admin (d) Finance Admin (e) Materials & Supply.
- ② **McQueen** - 3 Ms Man Method Material
- ③ **Pfiffner** - 2 major Areas (a) P of Admin (b) Sphere of Admin → various levels of Admin
- ④ **Walker** - Adminve Theory + Applied Admin - various functional areas.
- ⑤ **Bailey** - 4 major areas
 - i) Descriptive Theory - Org'n struc. & Process
 - ii) Normative " - 'what should be' values
 - iii) Instrumentalist " - Tools & Techniques
 - iv) Assumptive Theory - Obj study of human beh.

Schools of Theorists

- ① **Narrow view** - exe branch
Broader view - 3 branch
- ② **Managerial view** - Fayol, Gulick, Urwick, Simon - Only Manag. Activities
- Integral view** - Manag. + Manual + Clerical
Dimock, White, Peter self + Technical Activities

Scope can never be settled because Govt in action is a dependent variable & related to no. of ecological variable.

Nature of Public Admin

- ① **Narrow view** Vs **Broader view**
- ② **Managerial view** Vs **Integral view**
- ③ **POSDCORB. view** Vs **Subject Matter view**
- ④ **Instrumentalist view** Vs **Discretionist**
Inst. → mere instrument, subordinate, Lacks Auton
Disc. → Autonomous, promotion of public interest.
- ⑤ **Public Admin as an Art or Science.**
ART - skills to solve problems. Yes.
Science - Objective & Systematized study, 3 characteristics - Value Neutrality, Univ'ty, Pred'ty
Positivism School → stds of Phys. Sc, 100% Uni, Pred.
Karl Popper, Charles Beard, Weber
↳ Every knowledge is provisional & permanently provisional. 100% Univ'ty & Pred'ty can't be there
The tools & Techn. are more advanced & mature in case of Phys. Sc & ∴ it is more universal & Predictable.
Weber → Phy. sc is a obj study of objective things, Social Sc — " — " subjective things

- ⑥ **P.A. as a discipline.**
vocabulary + imparted by institutions (huge, multi-disciplinary, manner of usage diff)
PA as a Profession - needs to be supported by
 - i) Repository body of knowledge - Yes
 - ii) Prolonged Educ'n & Training
 - iii) Social Responsibility - Yes
 - iv) Code of Conduct - No
 - v) Professional Association - No.
- ⑦ **PA as a Political Sc.**
Study of state, whole of it, P.A. only an specialized area of it, half & not full fledged discipline. 2200 yr old → huge philosophical vocab. but not adequate for actional Part
Thus need for P.A (knowledgeable understanding)
- ⑧ **PA as a Mgmt Sc.**

Tools & Techniques in the background of Philosophical concerns.

- ⑨ **PA as social Sc.**
study of society. Based on Observ'n; Less universal; what is + what should be
Progressive Sc. Yes.
- ⑩ **Philosophy of P.A.**

PUBLIC VS Private Admin

Similarities

Conventional Arguments:

- 1) Tools & Techniques used are same
- 2) Profit in Pvt & Welfare in Public Admin is not absolute
- 3) Provide same Goods & Services

Non-Conventional Arguments:

- 1) Nationalisation & Privatisation
- 2) Situational Theory

Hash & Hall; Hugh Hickson & Hinning
Orgn across sector in same functional area resemble each other.

- 3) Cooper, Kettle, Walmsley, Zaldex

P.F	P.O	Pvt	O
1	2		
3	4		

Pvt Fund

O → ownership
F → Funding

Hybrid Org. Info 2, 3 PSU

Dis-similarities

Conventional Arguments:

- 1) PA → Common Weal; Pvt Admin → Business Org.
- 2) Political direction
- 3) Legal Constraint
- 4) Consistency of Treatment
- 5) Public Scrutiny
- 6) Monopoly
- 7) Diversity.

Non-Conventional Arguments

- 1) Views of Dahl & Lindbloom -

identified 3 Areas of Exception of Mkt eco.

- i) Public Good & Problem of Free Rider
- ii) Individual Incompetencies
- iii) Externalities & Spill Over

- 2) Moore - Public value in Public sector are an end in itself. Pvt → means.

- 3) Berr & Gaus - Publicness of PA

- i) whose Interest is at stake
- ii) Who all enjoy access to facilities.
- iii) Who owns the agency.

Thus diff. b/w P.A. and Pvt Admin is that of degree than that of kind.

WOODROW WILSON

1887 - 'The Study of Admin' → initiator of discipline Admin. The title of Father of P.A. is contested for:
Not the 1st Literature, Not Rich Content
Not a Classic. But his essay generated continuous interest, so

Wilson's view on Admin

Essay was reformist in nature towards Spoil system. Said → systematize PA + Improve American Admin.

Reason for Late Emergence of PA as Disc.

- 1) Ineffective Political sc.
- 2) 3 stages → i) Stage of Absolute Rule
ii) Struggle for constitutionalism & Popular control
iii) Stage of " & " Control.
3rd stage emerged late in most country.

He said Euⁿ Admin → Monarchical
→ Mobilisation → Strengthening of Admin
America → Democracy → Anything wrong → C to be changed.

It is easy to frame a C than to run it.
A good C is a necessary cond'n but not a sufficient cond'n for good society.

Politics Admin Dichotomy

Politics → Abstract General Philosophical
Admin → concrete Specific Technical.
Admin is away from hurry & strife of politics.
Later talked about links b/w them.
Criticised - Wilson doesn't know his own mind.

1st Comparativist

He said Euⁿ Admin more advanced
→ comparison to be done & strength & weakness to be estbld → nt Admin
It is to be filtered through the C & put under slow fire of criticism only to distill away foreign Gases.
But he is not the initiator of comparative approach → failed to ignite subsequent interest in theorist.

NEW PUBLIC ADMINISTRATION

NPA emerged as a conceptual drift towards late 1960s in the background on American crisis as a revolt against old estbld Instrumentalist School → To Radicalize the study

① Honey Report on Education highlighted the weakness

- i) Resource weakness - finance, Teacher
- ii) Institutional constraints
- iii) Uncertainty over P.A. status
- iv) Gap b/w Theory & Practice.

② Philadelphia Conference, 1967

under James C. Charlesworth emphasized

- i) PA to remain flexible to accommodate Changes
- ii) Include Program's Concerns as well
- iii) Address various Social Problems
- iv) Social equity (v) Educ'n & Training.

③ Minowbrook Conference, 1968

under Waldo → redefine PA both in Theory & Practice. Area of emphasis -

- i) Study of Public Policy.
- ii) - " - Problems of Society
- iii) Adminv respsbty, Ethics, values
- iv) Managing of changes not just growth
- v) PA will → Equity + η + Econ. based
- vi) Pluralism not to be in PA.

Overall Characteristics under NPA

- ① Relevance ② Value ③ Equity ④ change

George Frederickson - 5 imp features of NPA

- ① Change & Adminv responsiveness

② Worker Mgmt Relation

- ③ Rationality ④ Structure ⑤ Educ. & Training

Golembiewski - 3 Antigoals

- ① Anti-Positivist & Anti-Behavioural

② Anti-Technical

③ Anti-Bureaucratic & Anti-Hierarchical

5 Goals - ① Nothing is perfect, everything has scope for improvement

- ② Rationality ③ Values ④ Equity ⑤ Innovation & Change

• After MC-Part 1, institutionalisation of P.A. was advocated. Every 20 yrs

a GT to be held to discuss changes & accordingly redefine PA.

④ Minnowbrook Conference Part 2, 1988

Waldo, Crisis → Rolling back of state
• Comps'n - more in no., genders equal, diverse
It accepted the changes like Puts'n, Glob's'n & thus to redefine PA.
characteristic of MC-2

- ① Less of govt ② Corruption ↓
- ③ Putting control over Bureaucracy
- ④ Discipline to be made inter disciplinary
- ⑤ Emphasis on Puts'n.
- ⑥ Market principles to be used by state but only to ↑ η to achieve Equity.

Similarity: Partcp'n, Equity, Change, Value

MC-1	MC-2
• Radical	• Sober
• Highly optimistic of state	• Constrained hopefulness
• Anti-Behavioural	• Importance to Social Beh's

⑤ MC-Part 3, 2008 Rosemary O'Leary

Phase 1: 3-5 sept, Young Scholars asked to present 5 page Critique. Areas of concerns: Glob's'n, IT, Values, Performance mgmt & measurement, Democratic

Phase 2: ① comparative studies

② Action Research & Methodological Pluralism

③ Redefinition of PA as - A socially embedded process of relationship, dialogue & actions to promote human flourishing for all.

• motto: Future of PA, Public Mgmt, Public Service

⑥ Projected views on MC-Part 4

• Will be Global in nature, to maintain its relevance. Till 1980s it remain American PA because of theories, Publication, scholars, Inst'ns → all American.

Relational

GOOD GOVERNANCE

very recent dvlp't as a concept but idea is as old as state itself.

Trad'nal Perspective - manner in which Govt. exercises its power.

Contemporary Perspective

• Welfareism - state performed both mgmt. of affairs & welfare. Single actor-paradigm.

• In Era of Glob's'n - Governance has been a multi-actor Paradigm or institutional network. Governance → Assoc'n of State + Mkt + civil society
Good Governance - Governance is Just, fair, right and moral → subjective.
GG as a idea is diff. for diff people-

- ① Plato - system run by Philosopher King
- ② Machiavelli - use of coercion by state
- ③ Benthamite Phil. → Utilitarianism
- ④ Indian Phil. → Universal Welfare.

Context in which GG emerged

Dvlpd by Wⁿ countries for dvlpng countries, implemented through International FIs. It emerged as Aid conditionalities which were promoted as Agenda for reform or Agenda for Governance. WB. in 1989 wrt. Sub-Saharan Africa used GG word 1st time.

Aid conditionalities

- ① Sound Public sector Mgmt
- ② " Legal Framework
- ③ Political & Bureaucratic Accountability
- ④ Transparency
- ⑤ Rule of Law
- ⑥ Freedom of Information
- ⑦ Peoples Particp'n
- ⑧ Human Rights
- ⑨ Democratisation etc.

WB conceptual's'n of GG is Instrumental in nature. It prescribes a list of activities

Intrinsic view

World social forum - GG refers to an envt where there is no poverty, absence of unempl. & social integration.

Abdul Hasnat Hye's view

Dvlpd country - Political contract emerged out of their own social contract.

Dvlpng country - After many years of indep. New social contract emerged that gave rise to ^{new} Political contract.
↳ Redefined state

Inst. View

Dvlpng country : Aid Cond. → GG

Intrinsic view : GG is as much a dvlp't in dvlpng country as of dvlpd coun.

Criticism

- Bobb Curie - GG is not a binary variable which could be estbld through on/off or Present/Absent ^{via} _{via}.
- Neeraja Gopal Jayal - GG is internally inconsistent & thus unsustainable. Universality of Particularism is contradictory. (Ethnocentric), non-contextual.
- GG and Democracy are contradictory.

GG

- One best way
- Uniformity
- Top down
- Exogenous/Non-Eco.
- Means to an end
- Economic term
- Creates inequality

• Refer copy (Pg 322)

Democracy

- Participation
- Diversity
- Bottom up
- Endogenous/Ecological
- Both means & end
- Political term
- Egalitarian society.

Globalization is a gradual process of integration of systems across the world in diff. spheres. Scholars - Samuel Huntington, Francis Fukuyama, Hirst, Thompson, Michael Mann, Theda Skocpol.

Intense debate on Impact of Globalization
Some → Globalization will lead to demise of state; others → will strengthen state.
Others → state will retain its importance

Impact of Globalization

- 1) Role of supra-territorial orgz'n has ↑sd giving rise to Global Calism.
- 2) ↑sd Interdependence
- 3) Inform'n Age Advantage
- 4) Multi Actor Paradigm. Assoc'n with Pvt.
- 5) Marketis'n of state - from Welfare state → corporate state.

Challenges of Globalization

- 1) Loss of sovereignty - supra-terr. orgn
- 2) Loss of Democracy - Universal, Top-down, "
- 3) Loss of community - corporn's close & open new shops overnight → community displacement.
- 4) Conc'n of power towards Global Political & Econ. Elites → Global legislature, FIs, MNCs → subordinate comprador Elite → Monocratic structure / oligarchic.
- 5) Increasing dependency of developing countries over developed countries - Techn.

Role of Public Admin

- 1) Loss of Sovereignty has led to gradual loss of public sphere, thus ↓sd participation; PA should restrict it.
- 2) Globalization → destroys tradition → chaos → ↑sd criminalized routine activity → Non-civil character of state → use of coercion → Trust. PA should win people's confidence back.
- 3) State in order to do more with less is cutting on Public Budget. PA should achieve High O/P instead of cutting on Budget. It should document.
- 4) Regulate Market from becoming Monopolistic
- 5) "oligarchic character / Elites, make people more aware & vibrant in competitive

POST WEBERIAN DVLP'T

Weberian view

Politics Admin Dichotomy
Rigid Hierarchic Structure
Top-down Communication
Mechanistic Orientation
Mono-motiv'nal
Non-contextual Orientation
Authority by Position
Post Weberian view

It refers to the negation of Weberian view along with promotion of an Alternative view.

① Humanistic view

W.B. → Mechanistic, Rigid, hierar., Centralised
H.V. → Social Psychological aspect.

② Public Choice Perspective

W.V. → Monocratic, Monocentric, Monopolistic
Its view - Small but competitive state.

③ Critical Theory

Dvlpd by German / Frankfurt School
Jurgen Habermas, Claus Offe
W.V. → Rigid, Rule bound & based on Org'nal Rationality.
Its view - Bcy to be Goal Oriented, free Comm'n, systemic Rationality.

④ Governance Paradigm

W.V. → Single Actor i.e. State
G.P. → Multi-Actor Paradigm.

⑤ Marxist view

W.V. → State as virtuous, Universalistic, benevolent
M.V. → " " Instrumental promoting 'Have'

⑥ Phenomenological Perspective

W.V. → Takes respbty for granted, Every act is a completed act.
Its view → Every act is a act in progress, constructed & reconstructed.

⑦ Normative Concern

W.V. → more fact oriented & Instrumental
NPA, New Public Service Approach, Public Policy emphasize on Discretionist.

⑧ Situational / Contingency Theory

W.V. → Eurocentric / Ethnocentric;
Non-Ecological / Universalistic
Its view → same structure / process does not remain effective in every context.

POST- WEBERIAN STRUCTURE

① Theory 2

Ouchi identified that in American Org'z'n Recruitment at middle level, faster promotion, at middle age (40s) indiv's became exve → no avenue to grow → demotiv'n. Contractual Empl. → Integration of indiv not there
Japanese Org'z'n →

Recru. at lower levels, prolonged evaluation and slow promotion → avenue to grow → Motiv'n. Permanency in empl. → Integration. Formal goals achieved through informal goals. Recreational Clubs. Participative Decision making / Ringi sys. / Phillip 66.

② Task Structure

non hierarchic, Autonomous, Temporary & Multi-specialised Org'z'n to deal with emergent issues.

③ Matrix Organis'n

Superimposition of Task Orgzn over Functional Org'z'n; member carry dual responsibility

④ Virtual / Boundary-Less Org'z'n

Highly centralised, Outsourcing. A entrepreneur may be having a good idea but might not have adequate resource or Technology thus he may outsource

⑤ Synthetic Organization

less hierarchic, Autonomous, may be temporary or regular, multi specialised Org'z'n. to address an emergent crisis.

Criticism to Weber's Theory

R K Merton - Bcy is rule oriented, the compliance of rule (means) becomes the goal → displacement of goal. 'Ritualist' ← Bcy.

Alvin Gouldner - Weber's Bcy is Punishment centered Bcy. To ensure higher performance large no. of rules which act as punishment.

functionaries choose inaction over action.
Phillip Selznick - Bcy has inherent tendency towards centr's'n. sub-units dvlp sometimes inconsistent sub-goals.

These ③ theorists say → Weber's Bcy in actual practice is dysfunctional because it brings displacement of goal.

Raymond Hall & J J Peter / Peter's Principle
Weberian Bcy → The Indiv rises to his level of incompetence. They suggested giving promotion, indiv's performance

By carries a inherent tendency towards empire building, to exaggerate the importance & complexity of Job. This results in Law of Rising Pyramid.
Riggs, Crozier, Palambara, Delany

Webers model is non-ecological & thus can't be universalistic.

Admnve structures have been Weberian but Admnve behaviour is non-Weberian.

EVOLUTION OF PUBLIC ADMIN

Prior to Wilson's essay large no. of literature (Ramanya, Cameralist, Bonnin, Riven's work) and events (Pyramid constr'n) dealt with scientific study towards P.A., but it didn't generate continuous interest as Wilson's essay did.
Immediate factors leading to rise of PA in America:

- ① Industrialisation
- ② Welfare state
- ③ scientific Mgmt Mvmt.
- ④ consequences of Spoil System.

Stages

① Wilsonian / Politics Admin Dichotomy Phase
 promoted by FJ Goodnow, LD Whyte
 Analytical Distinction: Politics deals with expression which Admin with Enforcement of state will.

Institutional Dist'n → Politics dealt by legislature while Admin dealt by ~~former~~ Bcy.

② Principal Era / Stage of Orthodoxy

Emphasis on dvlping tools... Pol Adm Dichotomy dist'n from scientific perspective

③ Human relation era - Mayo's study

④ Behaviouralism & Humanistic Approach

Criticals of classical theorists. Simon, Barnard, Dahl.

ROBERT DAHL: "Science of Admin"

The 3 Problems

- ① The impossibility of the exclusion of Human factor in the study of Admin.
- ② impossibility of exclusion of normative concern.

⑤ 1950s: Application of Quantitative approach, Emergence of System & Ecological approach, Policy Approach.

Policy Approach

Emphasized on study of Public Policy & gave a decisive blow to P.A. dichotomy. Admn is not devoid of Politics & Politics does not operate in isolation of Admn.

Admn - drafts, advises Politics, takes no. of minor but autonomous decision. Involves negotiation, barg, unsc'sm.

⑥ 1960s - Comparative, Dvlpt Admn; MC

⑦ 1970s - NPA, Public Choice, Critical Theory

⑧ 1980s → MC-2, NPM, NPSM, New comparative Public Admin.

⑨ 1990s → Paradigm of Governance, PEG.

Paradigm of Nicholas Henry

6 paradigm, Locus / Focus, has discussed the status of PA as a discipline while elaborating the evolution of PA. Locus - 'where' lies the interest of discipline focus - 'subject matter' what; vocab.

① (1900-26) Politics Admin Dichotomy
Frank J Goodnow - "Public Admn" (1900)
 Locus ✓ Focus X (Tools X)

② (1927-50):

i) Principles of Admin.

Willoughby - Principles of Admin highlighted importance. (L) X (genetic view) (FV)

ii) Challenges to these Principles

Hawthorne studies, Simon, Barnard, Dahl
 Critical of classical Theorist; new tools, genetic view.

Bcy

① Structural Defn - Ready Bcy can be rated on a continuum with various orgz struc features for comparing Bcy.

② Functional Defn - involves conseq. of Bcy Behav.

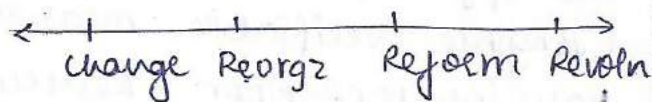
① Bureau Rationalistic - Objective, precise, consistent

② Bur. Pathological - Victor Thompson
 slow, ponderous, routine, complicated procedure

ADMNE REFORM

① Definition "Gerald CAIDEN"

3 Properties (Moral, Art. Trans; Resis)



② Types of AR

Structural + Proced + Attitudinal

③ Process of AR

Simon: 4 Steps

Caiden: Awareness + PF + PI + PE

④ Why AR?

Caiden: Perfect; Conservative;
Reluctance

Unable to cope with -

Rising Demand | Future Demand |

Ongoing & Project Activities

• Adaptation - PEST

• To bring E³

• Neo notions

• Outside Pressure

• Leadership

• Unemployment

⑤ Obstacles to AR

Tolerance, Resource, Resistance

Inst'nal nature, Pol. Cost, Coesp'n

⑥ Suggestions for success of AR

Kotler - Belief + Leadership +

Partcpn + Incremental I^{mple}

⑦ Change

• 2 Types - 1st & 2nd order

• Resistance to change

• +ve

• Types < Indvl
orgzn

O & M

• Orgzn of Public bodies & their office Proc.

① Objectives

All aspects which can help in making orgzn & sys of P Admr more scientific.

Admrve struc., Method, E³, Code, GRM

② Nature

Staff, advisory, service, Work Improvem.

③ Functions

Rese, Train, Inves, Publ., Info, Code

④ Techniques

A Work study

• Method study - Better way, 3 steps

• Work Measurement - Work content < How much Time

Emp. Est Techn., Work sampling, Time study

B Orgzn Analysis - POCC, survey, chart

Work simplification

i) Work distribution chart

ii) Process chart

iii) ABC Analysis

iv) Network Analysis

C Survey - Soc. Sc., systematic exam'n

Facts → Problem - Cause sol'n Types -

Reconn., Orgzn, Overall, Functional, Procedural
Attitude, Follow up

D Automation

E Inspection - ≠ Mgmt Inspection

F Forms control

G Forward Engg. - Backbone & Bow Analysis

⑤ Advantage

① Stale ② Ready at hand service of exp. ests.

③ New frontiers of knowledge.

⑥ Obstacles

① Fault Finders ② Usurping Authority

7) Focus Areas: *

- ① Admin structure
- ② Welfare of civil servants
- ③ Housekeeping activities

8) Principles of O & M

- ① Essentiality
- ② Minimum distance - file
- ③ Smooth flow of work - over-burden
- ④ Standardiz'n of mac., forms & record
- ⑤ Cooperation.

CPM / PERT

* Mathe. algorithm for scheduling a set of project activities

* steps

* Earliest start time ES LS
Latest Finish time LF EF

* Adv -

Graphical + Predicts time +
Prioritize Activities & Resources

* Less routine jobs, Deterministic

PERT

* Polaris missile Project

* Planning & controlling device

* Probabilistic, 3 estimates
Optimistic, Most likely, Pessim.

* R & D

MIS

* Provides Mgt $\leftarrow$ Info for support

effective Dec. Mak. & provides
feedback on daily operations

* Transaction Processing Data

* Integrated collection of subsys.

3 Functions - Report, Simulation, DSS

Types - Finan, Manuf, Mktg, HR, A/c

MBO

- Peter Drucker
- Superior & subor. sit together
Identify Orgzn & Indv goal
(Tangible, Verifiable, Measurable)
Basis for Perf. Appr & Review

Adv

- ① Clarity in Goal
- ② " " Orgzn'l Action
- ③ Maxm Personnel satisf.
- ④ Facilitates Orgzn'l change
- ⑤ Eff, self motivn, Deleg'n, Sys. 4, Personnel Dvlpmt $\leftarrow$ creative initiative

Criticism

- ① Objectives
- ② Paperwork
- ③ Time consuming
- ④ Whip
- ⑤ envt x
- ⑥ MBO Philoso x
- ⑦ Poor planning.

Suggestion

- ① Clear Obj
- ② Encourage Active ptn
- ③ Training
- ④ commitment of top mgt
- ⑤ Feedback.

e-Governance

- Use of Modern ICT to improve η & effectiveness of Pub. service delivery sys & promote Democracy.
- ICT $\rightarrow$ connectivity $\rightarrow$ Proximity $\rightarrow$ E³
- New vision to Governance
- SMART Governance
- $\hat{=}$ GG helps to wipe tears from every eye

Application Models (Scope)

- ① G2C
Govt giving services to Citizen
e-Citizen, Transp, Medic, Edu, Reg.
- ② C2G
citizen interacts with Govt
e-Democracy, Debate
- ③ G2G / e-Admin
• To modernize the state
• N/W + Data Repos. + comp^u + Govt Process
e-Sec^t, Police, Court, SWAN
- ④ Govt to Business G2B
e-Taxation e-Biz Portal
- ⑤ B2G - Procurements
- ⑥ G2N - Building C.S + NQD + I⁴
- ⑦ G2E - e-office, e-salary

Elements of e-Governance

- Inform'n System
- $\rightarrow$ Info. (Avail, organized)
 - $\rightarrow$ Techn (e-format)
 - $\rightarrow$ Process (paper $\rightarrow$ e-Mode)
 - $\rightarrow$ People (HR skills)

② Enabling Env^t

- Policy initiative & related lim.
- Dvlprg ICT framework & instns
- Rules & Regu. Enactment

Stages of e-Governance

- ① Info Dissemination
- ② Two way comm'n
- ③ Service & Financial Transac'n
- ④ Integration
- ⑤ Pol. Participation

$$e\text{-Govt} \hat{=} G2C + G2G \\ e\text{ services} + e\text{-Admin}$$

e-Governance is diff from e-Govt as it goes beyond the service delivery aspects & is seen as a decisional process.

Advantages

- ① Adminve Dvlpt (CCTNS)
G2G
- ② Empowerment of People
• Info Dissem + Pptn + Active citiz invol
~~e-Serve~~ 2001 A.P.
Gyandoot 2000 MP Comm owned Rural Intranet sys. (500chaks)
Bhoomi Dep of Revenue Kaen, 20mn Records. Rights, Tenancy Cop 315
- ③ Improvement in Service Delivery
• G2C **e-seva** 2001 A.P.
- ④ Synergy b/w Govt & Pvt. sector
• G2B **e-Biz portal**
- ⑤ Planning & Dec. Making
DST + UNDP $\rightarrow$ GIS Jec $\rightarrow$ Local

Further it has potential to -

Reforms, ends of GG, corporat, costl
paperless office, e-Dig, envt, fas

Problems of e-Governance

- ① Absence of Proper Work Planie
Content competence connectivity
Cyber-security Citizen interface Capital
- ② Integrated services x
- ③ Language - Diversity
- ④ Bctc Resistance & Pol. cost.

Suggestions to improve

- ① Redefining the strategy
- ② Improve GCs
- ③ New & innov Techn. cloud Computing
- ④ Designing comprehensive
Business Process Reengg BPR.

e-Gov. in India

Evolution

- ° 1970 & Early 80s - govt centric
- ° Late 1980s - Rsrvt + NICNET
- ° 1990s & Early 2000s - many but isolated

NIC

- ° Premier S&T orgz of GOI providing
informatics support

NICNET - High Bandwidth N/w

IT Act, 2000 legal recogn. to e-Transch

NEGP, 2006

- ° DEITY + DARPG ° 31 MMP $\begin{cases} \text{Gen II} \\ \text{State 13} \\ \text{Integ 7} \end{cases}$

- ° 8 components (SWAN)

- ° integrate + Massive country wide

C. P. A. (Evolution)

- cross-national, cultural, temporal, societal & international study.

Pre-WWII (Early Elements)

- Wilson
- Reports - cockery + cockrell common
- Reforms - Municipal Corporn
- Liter. - LD White + Willoughby (1926)
- Taylor's principle 9 lang. Lenin
- Sc. Mgmt era - explicit emphasis missing
- Human Rel. era - missing
- Behav era - found'nal base
- **Robert Dahl's** 3 Problems
- W/o comp. the claim for sc. of P. Ad. sounds rather hollow

Features of Traditional CPA

- ① Culture Bound
- ② Normative (culturalism)
- ③ Parochial (Unidirectional)
- ④ Legalistic & formalistic
- ⑤ Non-ecological
- ⑥ Descriptive & not explanatory.

Factors inhibiting growth in Pre WW

- ① Absence of funding
- ② Isolationism of America
- ③ Absence of Alternative Admin. sys.
- ④ " " scientific tools, Methods.
- ⑤ Lack of authentic data + info
- ⑥ Studies in P. Ad didn't favour CPA

Post WWII

Factors responsible for emergence

- ① German immigration from 1933
 - ② Translation of Weber's text
 - ③ Formal entrance of US in World Politics after 1945
 - ④ Cold war Politics
- Include pts from above (factors inhib)
- 1960s - Golden Period CAG, Ford Found.
 - 1970s - Period of Decline

Reasons for decline of CPA (Theoretical + Practical Decline)

- ① Failure to devlp a Gen. Sc. of Admn
Thomas Kuhn's concept of Poly Paradigmatic CPA started with a poly-par. and it remained into poly-par. and could not enter into a Paradigmatic stage
- ② Loss of identity
Ferrel Heady → contextual study under CPA brought virtually everything under the sun
- ③ Impact of Behavioural Approach
Made CPA Fact & Theory oriented while Post Beh. emphasized value & Action orientation
- ④ Loss of US in Vietnam War, Funds x
- ⑤ Signs of Weakening of Communism

New CPA 1980s (Status)

- Minnowbrook Conf. 1 & 2 - no emphasis MB G3 CPAs importance was realized
- Conferences & Forums (Non-American)
Euⁿ, Asian, Trans Atlantic, Sino US
- Scholars -
Boston (N.Z.) Rhodes (UK)
- Journal -
P. Admn: Intern. quarterly
- Text -
P. A: comparative Perspective by Heady
Comparative PA by J. A. Sandler.

Features of New CPA

- ① Post Bctc & Non Bctc
- ② Truly comparative (Non-WW earlier)
- ③ supra-ter & National (earlier only Nat)
- ④ Emphasis on Internat. concern
- ⑤ Globln, IT imp. part
- ⑥ Focus on MKT (earlier communism)
- ⑦ " " Deconstruct (" Bureaucracy)

FRED RIGGS

• CPA has witnessed 3 imp trends

- ① Normative → Empirical
- ② Ideographic → Nomothetic
- ③ Non-Ecological → Ecological

• He dwlpt his theory on 3 Theoretical Models

① General Systems App

② Structural Functional App

• Stru. can be funcⁿal / Disfuncⁿ / Non-func.

• Every str. has some func.

• 1 str may have many func

• 1 fun can be performed by many str.

• 5 Functional Requisite of Society

Pol. Eco soc communⁿal symbolic

③ Ideal Models

(i) **Agraria**

• Imperial China

• Particularism (Disⁿm)

• Ascription (Identity)

• Diffused pattern

• Ltd Phy & Soc Mobility

• Well differentiated Social Strata

Industria

• Industrialised USA

• Universalism

• Achievement

• Specificity

• Faster

• Egalitarian class system.

Limitations of this Model

① Could not analyse Mixed type societies

② Implied Unidirectional movt of society

③ Categories of Model are too abstr. & gen.

④ Underemphasis of Admve sys.

• He added **Transitia** (Midway Society) later

(ii) **Fused - Prismatic - Diffracted**

• Ascription | • Attainment | • Achievement

• Particularism | • Selectivism | • Universalism

• Func. Diffusion | • Poly functionalism | • Func. Specificity

• Chamber | • ~~Excess~~ Sala | • Bureau

• Arena factor | • Bazaar Canteen | • Market factor

• sys of ex change

• Basis

Arena

Mkt

Barter sys

Dem & Supply

Barter sys

Dem & Supply

Characteristics of Prismatic Society

① Heterogeneity - Coexistence of fused & diff. traits i.e. sys., practices & viewpoints.

② Formalism - discrepancy or incong. b/w Prescription & Descripⁿ, practice & idea, norm & reality.

• Attitude fostering Realism → instnl change

③ Overlapping - coexistence of structures

④ Clefts - Various ethnic, religious & racial grps

⑤ Poly communalism - Relative hostility b/w clefts.

⑥ Poly Normatism - New sets of norms & rules coexist with tradnl way of beav.

⑦ Separation of Authority from Control
Auth. → Centralized & concentr.

Control (field) → Localized

⑧ Nepotism - Family Rec^t

⑨ Imbalanced Polity ← Party-Run Polity
Bureaucratic

• Pol. sys = Constitutive + Buy + Head of State sys.

⑩ Bazaar canteen

i) Subsidised Canteen (ii) Tributary Canteen

You show me the man. I will show you the rest

Limitations of this Model

① Every sys. of world will fall under Prism.

② Couldn't explain the realities, variability b/w dwlptg & dwlpt societies

Prismatic Society Revisited, 1975

added the 2nd dimension of Integration

Prismatic soc. → Inadequately integ. or Malinteg.

Euo → outwo → Neo. It is based on

penetration & partcpr.

Appraisal:

① Major focus on impact of envt, not Admve str.

② Overlapping may also lead to new idea, change

③ -ve characterisation of Prismatic society

④ Formalism not -ve but +ve also can lead to dwlpt by skipping routine.

18 ECOLOGY OF ADMN

• term introduced by **John Gaus** in 1947 in P. Admn

• Eco App became vibrant in 1950s

Riggs - significance of each Admnve sys lies in its milieu

Gay Peters - Admn does not run roughshod over the society, it carries thick & thin relation with its envt ie both influence each other.

George Orwell - shooting an elephant I felt like a puppet in the hands of villagers because for them a sahib is a sahib - resolute, determined and decisive.

James Wilson - Varieties in Police Beh. 8 communities, Police response arising out of the communities & their orientation towards the crime.

I Influence of History on Admn

① **Russian** - Centralised (Czar, comm.)

② **English** - Entre. Sys: Bargaining, evolu.

③ **German** - Institutionalized: standardised Beh, rule bound. Pol. His unstable

④ **Post colonial Sys** - Exogenous, instns of colonial masters.

II Influence of Socio-cultural

① **Gunnar Myrdal**

• Dvlpg country are Multi-ethnic + disabilities + non state instns weak + eco weak + overdependence on state + Less financial res. - Inadequate training salary & techn. ⇒ Mutually Reinf. Vicious Cycle

• Dvlpd country ⇒ " " Virtuous Cycle

• Folklore of corruption - value sys.

② **Hamza Alavi**

Overdvlpd state + Weak Economy ⇒ Under Admn & inefficiency

③ **Robert Putnam**

Social Capital Theory

⑥ **Ludwig Iye** (hierarchy, impersonal)
Dvlpd soc - formally unequal, personally equal
Dvlpg - soc. itself is hierarchic, impers. lost official hierarchy also becomes personal hier.
⇒ Inegalitarian Admnve Sys.

III Influence of Politics

• Police → Laissez faire → Welfare → Neo Liberal Ideology

① **Weber** - Buy Vs Day ⊕ Repsve Day

② **Riggs** - Imbalanced Polity

③ **Ferrel Heady** - Buy greater intercn with pol sys.

IV Influence of Economics

① **Gunnar Myrdal** ② **Hamza Alavi**

③ **Weber** - Factors giving rise to Buy

④ **Riggs** - Bazaar canteen

• In Post colonial Sys there has been a case of Underemp & Overempl.

V Other Developments

i) **Chos Theory** - Admn is not only influ. by its immediate envt by also remote envt. Env't has a character, OE of US (Butterfly)

ii) **Peter Senge** - Learning Orgzn ← fast changes in every aspect of env't, to be fucinal

Alvin Toffler - Today's Orgzn should be based on Adhocracy & not Buy.

Warren Bennis - Organic Adaptive Struc. Concept of Man & env't changing mod / Indus society → Post Mod / Post Indus.

Ferrel Heady's 10 Fold Classific'n

① **Classic Admn** - Ger & French: pol. disruption, continu

② **Civic Culture** - UK US: evolution, operate u/ Pol leads

③ **Modernising** - Japan: servants, respected, politician

④ **Communist** - Soviet: Highly Centr. Politician = Admin

⑤ **Trad. Autoc. sys** - S. Arabia: heredity, Pol. Mobiln x

⑥ **Bureaucratic Elite Sys** - Myanmar: Mil. Buy

⑦ **Polyarchal competitive Sys** - Sri Lanka

⑧ **Dominant Party semi compe. Sys** - Ind

⑨ " " Mobiln Sys - Egypt

⑩ **Communist Totalitarian Sys** - N Korea

Burea Admn in Dvlpg countries

Formalism, Not indigenous, weak fin. res; Autonomy in operation, overstaffed, centralized

Critical Theory

- roots early 20th cen, prominent impact 1960s
- It is theory of critique to human reason as part of Instrumental rationality and system world.

• It aims at emancipation, justice, freedom of HB.

• 3 Generation of ~~Classical~~ Critical Theorist

Ist Gen - **Herbert Marcuse, Horkheimer, Theodore Adorni, Eric Fromm**

- emphasized on Ph. of consciousness to move away from false " of freedom.

IInd Gen - **Jurgen Habermas**

III Gen - **Honneth, Benhabib**

emphasis on pluralism, micro narratives.

* **Marcuse**

He says Modernity project is a grand project towards socialisation and human acculturation, which has created one-dimensional man.

The modernity project promotes a system world instead of life world, bcoz of which HB are enslaved.

Emancipation lies in Great Refusal i.e. self consciousness.

* **Habermas**

• HB today is completely captured through Instrumental Rationality and has become a culture consumer working for system world.

• This is bad as it

- Restricts ind. creativity

- Reduces dialogue

• As a solution he emphasizes on emancipation through Philosophy of Language.

Which promotes communicative reason/action

• Discursive approach

• Deliberative Day is

Indul. coming closer to each other, interacting freely, expressing without inhibition.

* **Critical Theory's relevance in P. Adm**

• Rejects classical P. Adm as it promotes instrumental rationality.

• Emphasizes on 2 initiatives in P. Adm

① Adm should be so dupld that it could be understood through a common sense approach.

② Adm should focus on outward discourse and action

as part of Thematization of Orgzⁿ or bringing External & Internal demctn in Orgzⁿ

• critical theory is anti-admin

• Eg. of instrumental Rationality

① CDP ② Eggs in mom diet

• Eg of communicative action

① Community Policing ② Mygov 12, PRAGA II.

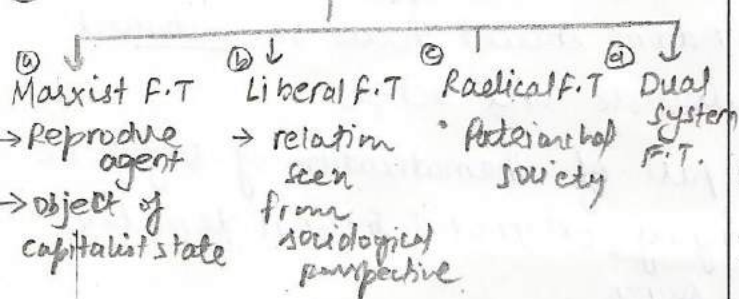
Gender and P. Admin

- I why women imp in Orgzn
 → make PA more diverse & interd.
 → Dmctn of PA
 → social justice.
 → social stability promoted

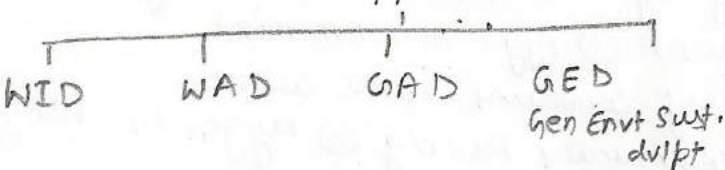
studies -

- ① Austr. → in policy making they give more emphasis on Educ, health & Soc. Justice
 ② McKinsey Report.

II state Theories on Feminism



III Gender perspective in Orgzn + Approaches



IV studies pointing to Gender disc

- ① UNDP Report 2014 - 22% in P, against parity target of 30%.
 ② 30/top 100 in Europe & 71/100 in Asia no women in Exe mgmt team
 ③ Educated women are subject to more violence (IHDS)

V Thinkers - Camilla Stivers, M. Guy

William Whyte ① Social Man ② Eco Man

Waldo

Criticises Classical Theorists as

- 1) Pol Adm Dichotomy
 - 2) Not Authentic (Irrational, informal)
 - 3) Lack specificity (universal prom?)
 - 4) claim of scientific (Princ extn of common sense)
 - 5) claim of dupl'g true sc. of P Admin (cosmic creation)
- PA can't be dupl'd as a true sc, at best it could be applied science.

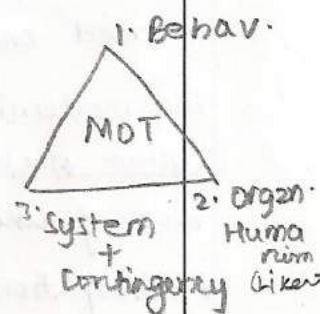
Criticism to Behaviouralist

- 1) To Simon he calls radical conservative radical - P.A Dichotomy reje'n, dec. making informal, Orgzn behav.
 conservative - focus same as of C.T. ① Managerial line ② n ③ Dupl'g sc. of Admn

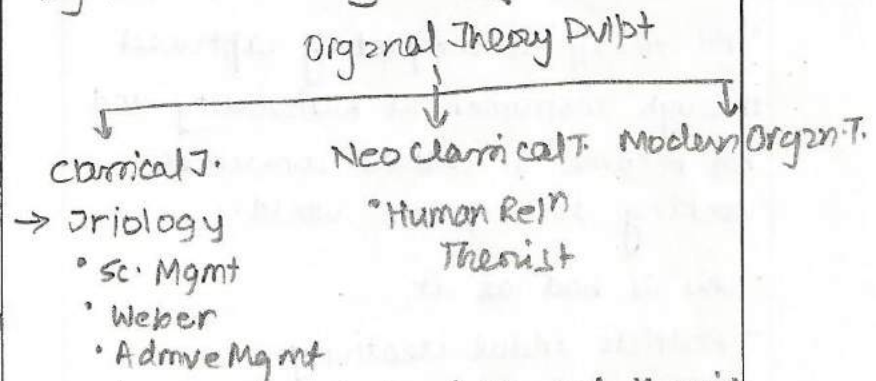
- 2) fact value dich. revive P.A. dichotomy
 3) Logical Positivism - Impossible as well as not desirable to eliminate values

Criticism to MOT

- ① dehumanise Orgzn & dwarf human being
 ② public Orgz not the prime focus.



His view - Dupl'g an alternative sys
 Synthesize Bcy + Dcy



He gives +ve aspect of Classical theorist

2 Network Governance

"Citizen's relationship to state"

Traditional PA → NPM → NG

① passive recipient

• -ve

- 1) undemocratic: restricts freedom of individ
- 2) centralises power
- 3) Pol-Admn dich x
- 4) Pol. Acc^t less

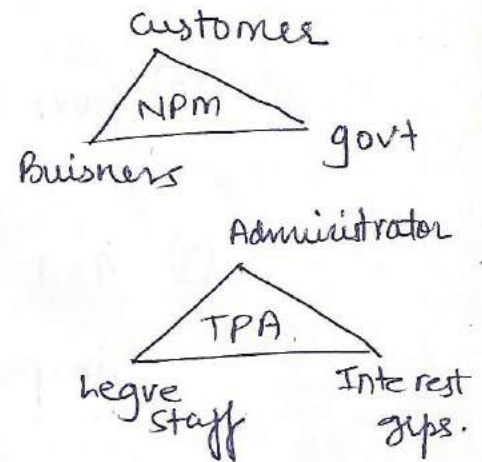
active customers

• -ve

- 1) People are still recipient.
- 2) clash b/w Dctc & Biz values
- 3) Acc^t to mkt & customer not pub
- 4) Reduce social right

active citizens

in dec making process



② Unicentric governance

→ Multicentric Market based system

→ Pluricentric governance

- participation of multiple stakeholders in policy process
interaction } "collaborative Policy making"
coordⁿ

- 4) deal with complex upturning issues easier ∴ they are innovative, self-organised.

Advantage

- 1) Networks as informal inst^{ns} help overcome problems of collective action
- 2) Break traditional **Iron triangle** of Legislative staff, Administrators & organised Interest groups

→ World where no one is in charge

Disadvantage

- ① Problem of Dctc Legitimation may arise. (plural model)
- ② High levels of Transp. & citizen engagement w/o citizen acc^t has limitations
- ③ costly

redox in Odisha

to visit officials.

10

es through

1 FYP doc.

... and ...

2

come out of it

nger Project)

in PRI leaders.

states

Scenario Planning

methodological

- "process of storytelling - of what could happen"
- not only helps to adapt (to the) future but also to transform it.
- Arun Maira, the man behind this idea in India took idea from Adam Kahane who model of scenario planning was instrumental in S. Africa's transition in post-apartheid phase in 1991-92.

• 12 FYP

1) Falling apart - 5%.

2) Meddling along - 6.5%.

3) Flotilla advances - 9%. participative, bottom up & cooperative
duplt.

- for long time used in Military & corporate sector
eg. shell company

• scenarios are based on

- understanding of all forces that are shaping the system - Eco + Pol + Soc forces

- It is multistakeholder exercise; diverse opinions are sought.

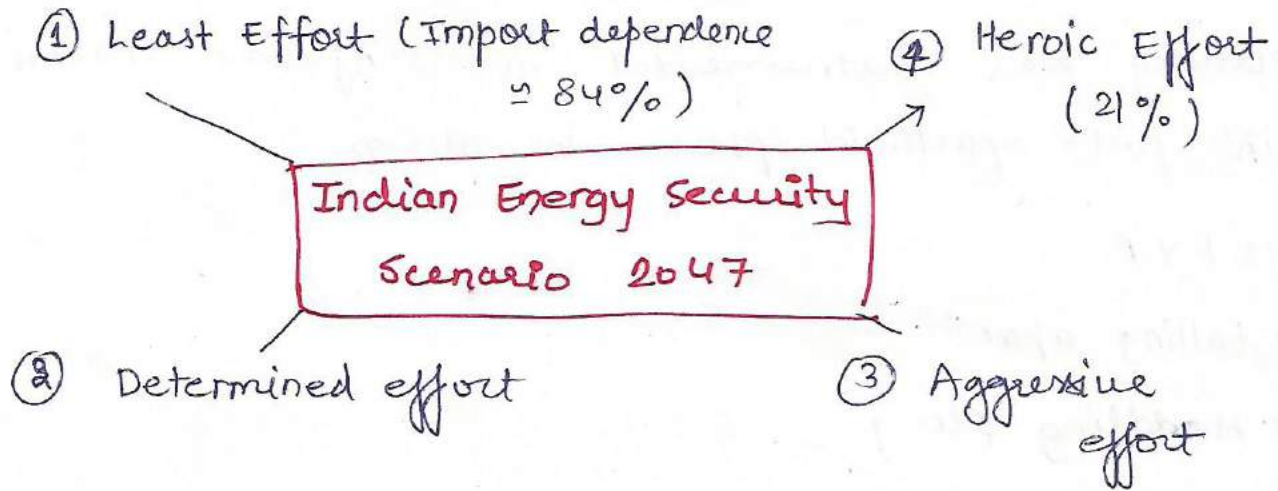
↓
• [diversity = multistakeholder, perspective, Interest grps]

- It is a basic, simple & most structured process with basic pillars of participation (of masses) & coordination

Diversity + Complexity of situation $\xrightarrow{\text{requires}}$

Systematic, Creative, Participative approach to deal with it.

Scenario planning



Steps: (Schwartz 8-step model)

- ① Identify Key issues
- ② " " forces
in local envt (PEST+Env't forces)
- ③ Rank ① & ② based on importance & uncertainty
- ④ selection of scenario logics
- ⑤ Explore implications
- ⑥ selection of key indicators & signposts.

Advantage:

- ① No just one future
Multiple futures
- ② Innovative solⁿ
- ③ More realistic
- ④ $\uparrow$ Commⁿ & Coordⁿ

• Sc. Planning is done by systems but budgetary allocⁿ is done by govt, there will be problem of integration.

Disadvantage

- ① Time Consuming
- ② Suitable experts needed
- ③ It is subjective & heuristic $\therefore$ legitimate concerns arise —
 - How do we know we have the right scenarios / most appropriate sc.
 - How to convert Scenarios $\rightarrow$ Decision

Scenario Planning is a systematic creative participative approach to planning with an aim to adapt & transform the future. For eg. Indian Energy Security scen.

Criticism of Weber

Friedrich - value judgements

Ideal type : empirical x

R.K. Merton - Displacement of Goal

Alvin Gouldner - Punishment centered by

Philip Selznick - Sub Goals

Peter's Principle - highest level of incomp.

Parkinson's Law - empire, Rising Pyramid

Riggs - non-ecological.

PCA

1) Gordon Tullock
Adminve Egoism; competition; perform.

2) Anthony Downs
Market for o/p x → oversize

3) William Niskanen
No Incentive for Motvn.

Dvlpt Admin

1) Edward Weidner - Goal/Action Oriented

2) Riggs - "ecological" broad view
"Adm of Dvlpt & Dvlpt of Adm"

3) Donald Stope = 4 ps

4) George Gant - purpose, log, Att

changing profile

1970s - Dependency the Andre Gunder Frank, Samir Amin

> 1980s - Robert Chambers - Reversal

Henderson & O.P. Dwivedi - sust. + Humneed centered (Sarvodaya)

Market better

1) Milton Friedman

2) Peter self - Govt by mkt "Wilson"

3) P. Perry - competition state

Role of state:

Joan Robinson - Mkt operates through its invisible hands of strangulation

Paul Streeten - 5 Areas

Habermas - critical Theory

Claus offe

Denhardt - NPSA

1887 'The Study of Admin' Wilson

1900 'Politics & Admin' Goodnow

1926 'Introd' to the study of PA' White

1927 'Principles of P.A' Willoughby.

CPA

Pre WW - Wilson Taylor White Willoughby Dahl

1960s - Waldo, Riggs, Appleby

1980s - Feuel, Ali Farazmand, O.P. Dwivedi Henderson, Goodshell.

Ecology

Riggs, Guy Peters (roughshod)

↳ sign. of each adminve sys lies in its mlti

George Orwell (shooting an elephant)

James Wilson (varieties in Police Beh)

Influence of Socio-cultural on Admin

1) Gunnar Myrdal (Mutually rein. vicious cycle)

2) Hamza Alavi (underadmin, in m)

3) Robert Putnam

4) Weber 5) Riggs

6) Lucian Pye (Hierarchy, impersonal)
- inequalities in Adminve sys.

Influence of Politics

Weber (Repsve) Riggs (Imbal.) Heady

Influence of eco

1) Myrdal 2) Hamza 3) Weber 4) Riggs

Other dvlpt

Chaos theory (evolved from Norbert Weiner)

Peter Senge - Learning Orgzn

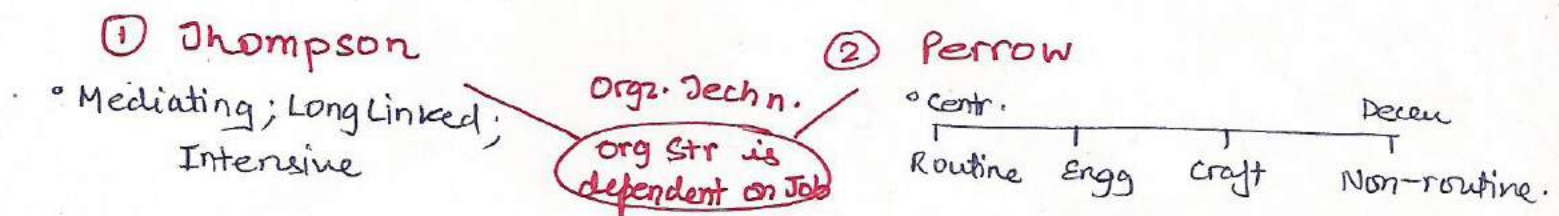
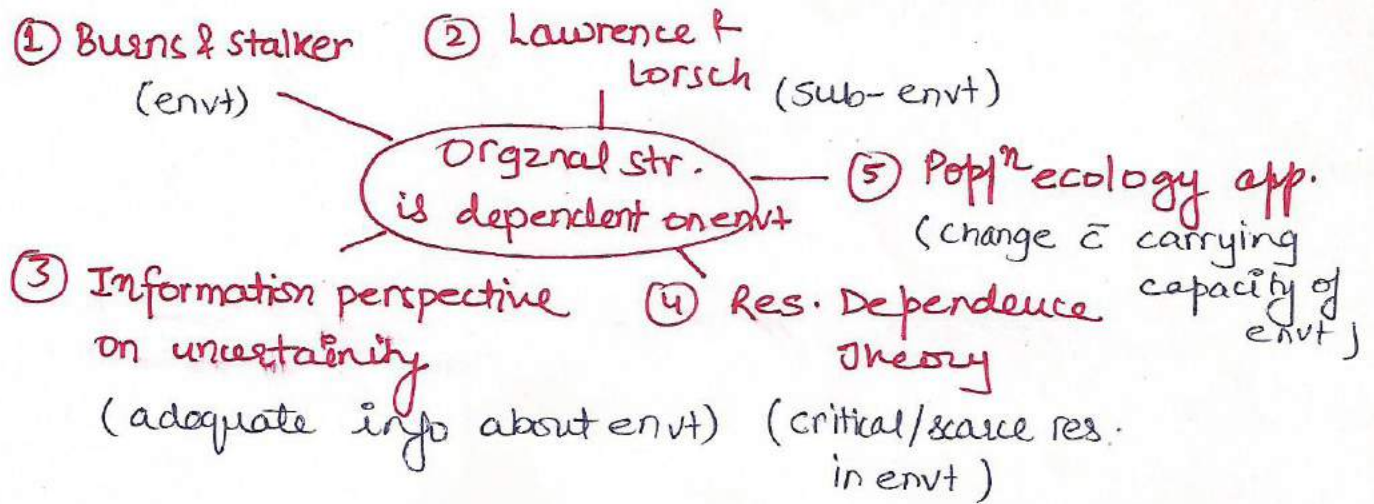
Alvin Toffler - Adhocracy

Warren Bennis - Organic Adaptive struc.

Policy

Thomas Dye David Easton, Laswell

①, ② contingency ③, ④, ⑤ contemporary theories.



UNITED KINGDOM

Salient features of UK ©

- Evolved
- Flexible
- Unwritten
- Oldest
- Child of Accident & Design
- Rule of Law
- Organised opposition

- Unitary
- Hereditary & Const Monarchy
- © sovereignty
- Bicameralism
- Liberal Democratic Pol Sys.
- Conventions

British Monarch

- Hereditary
- Absolute Immunity
- No discretionary Power

President of India

- Elected
- Can be Impeached
- Some

British P.M.

- Always from HOC
- P.M. alone can advise King to dissolve HOC
- Whether P.M. accepts confidence of house or not, King will always dissolve HOC on advice

Indian P.M.

- from any House
- P.M + Cabinet
- Prez not bound

House of Commons

- More Powerful
- **Speaker**
 - Once a speaker, always the sp.
 - © constituency goes uncontested
- Unanimous election
- Power of Kangaroo Closure
- Power function & election

LOK Sabha

- Can be removed
- x
- Contest
- x
- by constitution

House of Lords

- Weakest, second^{ry} chamber
- Nominated members for life
- Disqual^{fy} Disability -
can't vote, can't contest
- Money Bill delay 30 days
- Non-money bills: can't
amend / reject; only delay 1yr
- No fixed strength of house
- **Speaker**
- Presided by Lord Speaker
- Member of Ruling Party
- casting vote x
- Floor Order decided by House
- Members address the House

Rajya Sabha

- Second chamber
- Elected + Nom. → 6 years
- x
- 14 days
- Same powers as of LS
- fixed
- Vice Prez
- Pol. Neutral
- ✓
- by V. Prez
- the V. Prez

Judiciary (UK)

- 3 sys. of court - Eng + Wales;
Nth Irel; Scotland
- Basic Structure, JR x
- Jury sys [except lowest & Highest court]
- No single Nat. Highest court
SC + Privy Council

Indian Judiciary

- single Integrated
- ✓
- x
- Supreme Court

- P is Legally Sovereign but not Poli.
- Minister in charge legally responsible
for every act made
- Minister need to be a member of P
- shadow cabinet

- P is neither legally nor Politically sov.
- x
- Anyone for 6 months
- x

Salient Features of US Constⁿ

- shortest, skeletal
- very rigid
- Presidential Govt

- Written
- Dual © & Citizenship
- Federal Govt

Major contributions of US constⁿ

- Incorporation of SOP
- JR

- Doctrine of Checks & Balances
- Due Process of law

Nature of FederalismUSA

- Dual Federⁿ - Independent
- Centrifugal Federⁿ
- Symmetrical (Equal represⁿ)
- Legve Federⁿ
- Indes. Union of Indes. States

India

- Cooperative Federⁿ - Interdependence
- centripetal Federⁿ
- Assymetrical
- Exve Federⁿ
- Indest. Union of Dest. States

President USA

- Real head, most powerful
- Appoints his own Cabinet
- © prescribes Date of Retirement
- 4 year Term, 2 times
- Qualified veto, Pocket Veto (today)

India

- Nominal
- x
- x
- 5 yr, ∞ times
- Suspensive Veto, Pocket Veto (∞)

House of Representative

- weakest First chamber
- 2 year Tenure
- Money Bill equal Power
- Amds by senate in Money Bill doesn't go back
- Resolves deadlock in Prez election
- Establish other federal court

LOK Sabha

- 5 year
- More Power
- Goes back
- x
- x

Senate

- ° Special Powers
 - 1> Approval to Exve appt
 - 2> Ratification of Treaties
 - 3> Court of Impeachment
 - 4> Deadlock in V. Prez Election

Rajya Sabha

- ° Lower powers than LS
However A-249, 312 gives special Power.

Why senate is Powerful?

Small size, Long Tenure, More Experienced, Larger Electoral Base, Continuous Chamber, special Powers. Symbol of Equality of state & Backbone of whole Federal Sys.

Judiciary USA

- ° 2 Tier Judicial Sys (Indep.) Parallel
- ° Prez + Senate appoints
- ° No fixed Tenure

India

- ° 3 Tier Integrated Hierarchical Organically Linked
- ° Collegium Sys.
- ° Fixed [65(SC), 63(HC)]

Fund. Rights USA

- ° Wider & holistic
- ° Freedom of Press; to Keep Arms
- ° Due Process of Law
- ° Right to Property as a FR

India

- ° ~~x~~ implicit ; x
- ° Procedure estbld by law
- ° x

Prez Powers: ① Exve - implemⁿ, Supreme Commander, Foreign Policy, Appt^s
② Legve - Assent, summon special session, send msg, can't dissolve HkR
③ Bureau of Budget ④ Pardon