

Public Administration Test-03

Good

Section-A

(88)

Antony

Name- Rizwan

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(a)

Anti development theory includes views, practices which condemn the western model of development formulated under institutional view of good governance. It includes conservative and justice movements against western ideas.

Anti-globalization includes all those proponents against the globalization in all spheres.

There is a convergence of issues of Anti-development and Anti-globalization like environmental movement, communitarian localism, food security movements etc but it is not equal. for eg:-

food security issue at WTO is concern for developing countries in terms of trade barriers.

Some argue it is a unilateral imposition of developed countries (i.e. anti-development). Some argue

it is a way to MNCs to exploit the developing countries (i.e. anti-globalization).

However, there are various anti-globalization movements which are not anti-development like efficiency technology transfer to

developing countries under Carbon trading under UNFCCC with Common but differentiated responsibility of developed countries as most pollution affecting them ^{many especially} island countries ~~mostly~~.

Also various movement of Fundamentalism are not anti-globalization ^{but} or ~~western~~ ^{Context of} neo-liberal policies but part of anti-development like emergence of ISIS due to western ^{intervention} in Iraq, Libya in the real name of oil politics.

Therefore, Anti-development is not synonymous with anti-globalization though there are some convergence times.

SSGs is more of political than developmental concern

① (b)

Bureaucratic approach considers Environment as static as applies rationality, rules, based on specific context. It is primarily considered as western led approach with main focus on study of specific country.

It is considered as Eurocentric and Ethnocentric with West focusing on studies for its own purpose which is largely Theoretical and ivory tower based. The tools and techniques are specific to the country and mostly from Behavioral Sciences.

It was prominent during Early Stage of Comparative Studies with Riggs, Braibanti, 03
Beyer, O.P. dwivedi & who played a big role
in using this approach. There are no
Subaltern Studies and mostly Idiographic.

→ It could not bring Scientism and studies
are based on single model which failed Empirical
validity. It was responsible for America's failure
in understanding the developing countries & loss in
Vietnam War.

→ It could not bridge gap between theory
and practice which led to impracticable solutions.

→ It did not consider all phases of society
and administration and considered a best as
point of reference which did not ^{offer solution} ~~succeed~~ in all
problems.

Despite of these limitations, it paved way for
new direction and new approach due to its failure
in Comparative Studies.

Mention
Specific
Limitation
of Bureaucracy

(DA)
(IC) Development administration is a latest
addition in vocabulary of public administration.
It is emergence of comparative public administration.

As said by Hobs, public administration
has stable core with vacillating periphery from various
disciplines. This leads to enrichment of
disciplines and development administration is

also emphasized on the similar aspects

04

Some Comparative politics group regard DA as bring political stability and some groups like Comparative Administrative group regard DA as bring stability in Administration.

Some narrow view groups consider it as Quantitative aspects and broad view focus on Qualitative aspects of development in society.

Some theories speak it as focussing on regulatory aspects and some focus on welfare of people.

Such type of theories resemble the same thing when they define public administration as discipline. But then inadequacies with multiple views help development administration as part of vassillary periphery of Publicness of Administration.

Therefore Development administration is action oriented and goal oriented administration which promotes publicness of Administration and it is widely accepted now.

(d)

Weberian bureaucracy has been considered as closed system, non-ecological and rigid.

However, his theory has idea of ecology in it. Weber says, his Traditional bureaucracy was well in paradigm.

He says, in traditional society and personnel to
solves, traditional bureaucracy works well. His 05
legal rational bureaucracy works well in representative
democracies, thus showing concern for ecology
in ideas

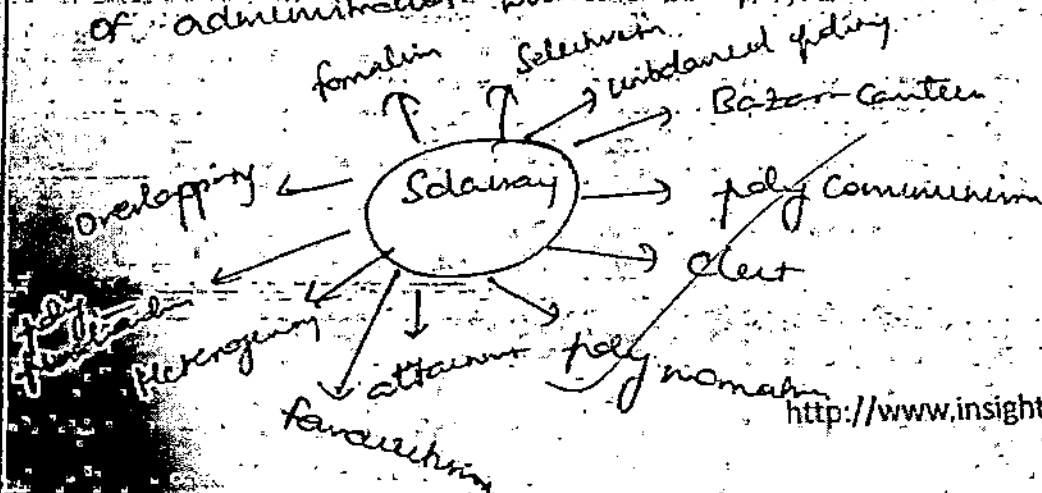
Also, he proposed transformation of
charismatic to legal rational system in his ideas.
for e.g.:- Nelson Mandela initially was followed for
his charisma but later his role as president of
South Africa earned more respect.

Weber tried to make his bureaucracy as
universalistic, scientific, precise and says it is
applicable to all societies thus bringing ecology
in his ideas.

His characteristics of bureaucracy like
rules, Impartial, merit based etc are foundation
of many systems which cannot be ignored.
All these are needed in one or the way.

Therefore, Weberian ideas are ecological but not
his bureaucracy model holistically.

(e) Fred Riggs has developed
of administration which developing primitive society.



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Many of the features of his Salaries 06
are ~~not~~ ~~are~~ antithetical to bureaucracy as
below:-

① Rationality is feature of bureaucracy but
formalism is gap between practice & preached which
is contradictory

for e.g:- Rules are followed for rationality in
India but in practice, there is a gap between
purpose and implementation like 25% criteria for
minority students of RTE act not followed by
private schools despite it is a fundamental right under A(21)

② Hierarchy, Merit based are contradictory to
heterogeneity, overlapping and attainment of both models
for e.g:- District Collector performs regulatory and
development functions at which involves other
functionaries like DEO, BZilla Parishad etc. Here
hierarchy is not followed with heterogeneity and
overlapping functions.

Also problem of nepotism is
against merit of bureaucracy. for e.g:- recent
Nyapam Sam is example.

Similarly other characters like poly commissioning,
poly nomination, elect are contradictory to
rules as different power groups exert influence
on government thus violating rules sometimes
like recent NGO bans etc.

Therefore, Salaries is antithetical to bureaucracy.

⑤

①

Ideal system of bureaucracy is characterised as rule-based, Hierarchy, merit based, Sphere of Competence, appointed body with non-appointed head, Impartial etc.

All these characteristics doesn't consider the environment because rules, hierarchy does not change to values, emotion of people etc.

There is a Top-down hierarchy structure with one-way communication and doesn't take concerns of environment

for eg:- Study of Pigs in developing countries show the structure of bureaucracy is Heberian but Society is non-Heberian thus hinders the development.

Similar view shared by NPM and PCA theorists where Bureaucracy due to lack of competition from outside leads to empire building and inefficiency. This closeness brings stagnation and inefficiency with no pressure from environment.

Even if environment puts pressure, it leads to disintegration like some sick PSUs failed to adjust to market after liberalisation.

Thus, Ideal system of bureaucracy is non-ideal.

⑥

O&M is inhouse mechanism of systematic reforms in organization process and methods to bring efficiency and better usage of resources. It came into focus with Taylor's Scientific Management which promoted best way of doing job.

O&M was various Research & development, Training methodologies, work study techniques, Network Studies like CPM, PERT, Forward Engineering like SOT analysis, MIS etc for bringing efficiency.

But all these techniques need support of line functionaries in organization as they are actual implementers. It doesn't go beyond structure of organization ^{in reality} as it is concerned more with process and strategies. It is because 'Men' in organization hesitate to change the structure as some will gain and some lose creating conflicts.

for eg:- Second ARC recommends reducing levels of organization from 9 to 6 which is not done.

But the real efficiency would be possible if structure and process are improved. Peter Drucker says unless you improve the structure & process there is no use of ^{right sizing or} downsizing. It will then be as amputation before diagnosis and cure if we focus solely on structure.

Therefore, OAM promotes reforms in administration but in reality structure is left opposed. 09

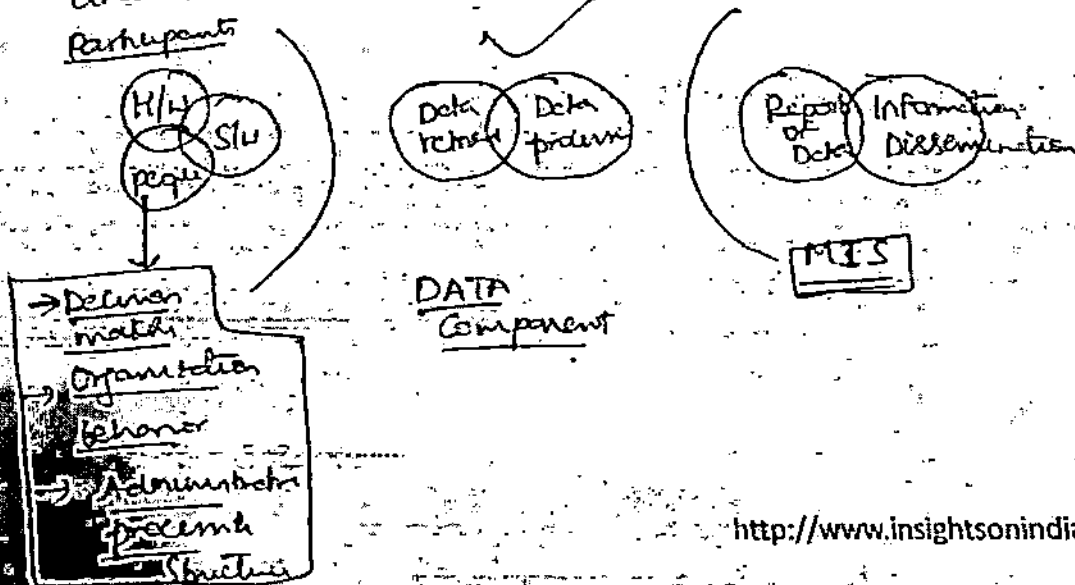
(C)

P-4 model of Economic growth focuses on peoples participation with importance to the stakeholders of the organization. Justice is important in this paradigm of growth as economic growth will be difficult to cover all sections.

Trickle down effect and inclusive growth models promote quality of life and peoples participation. With no justice, few sections will be promoted, few will be left over. Amartya Sen says problem of 'Missing women' in development hinders the inclusive growth. With equal justice this would benefit the growth.

(d)

Management Information System uses data retrieval, storage, information processing etc to assist managerial activities. It is centered around technology, people, decision making.



Benefits for E-governance

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- ① It helps in Quick dissemination of information from grass roots & peoples participation.

ppl participation $\Rightarrow$ e-governance $\Rightarrow$ good governance
(Decentralization)

- ② It helps in understanding ground realities and helps in remedies of problems

for e.g. - MIS is used for disaster management in Gadchiroli (Maharashtra) where people get flood alerts, warnings and information on crops instantly.

- ③ It brings citizen participation thus leading to better grievance redressal and services to people.

for e.g. - recent Digital India program focuses on MIS in various e-governance projects like e-travel service delivery.

- ④ MIS brings people's values, concerns, ideas into technology centered e-governance. thus brings facts, values in decision making.

for e.g. - MIS was used in forest survey of tribal areas in Jharkhand leading to new services to people like AASH, Tele apps etc.

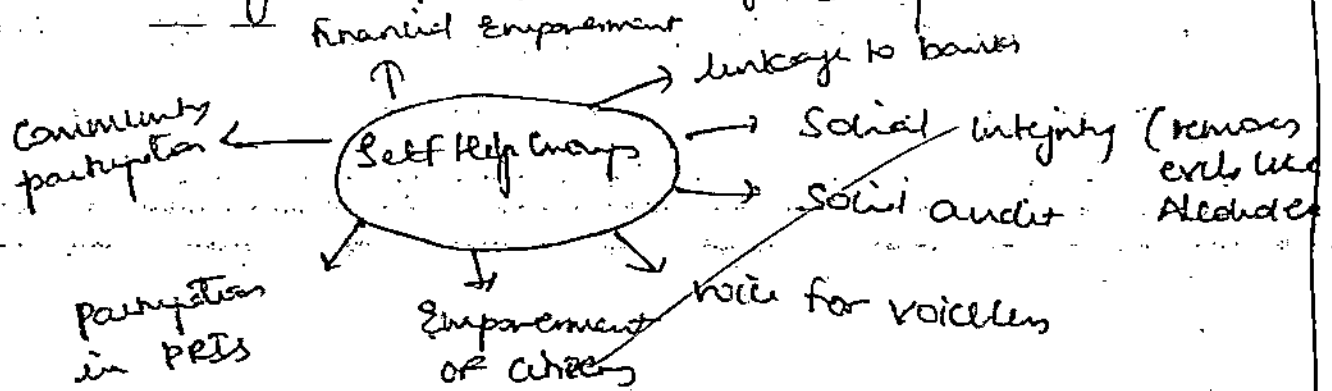
This MIS would benefit E-governance well

②

(e)

Self Help Groups are small affinity based mutually cooperative savings group.

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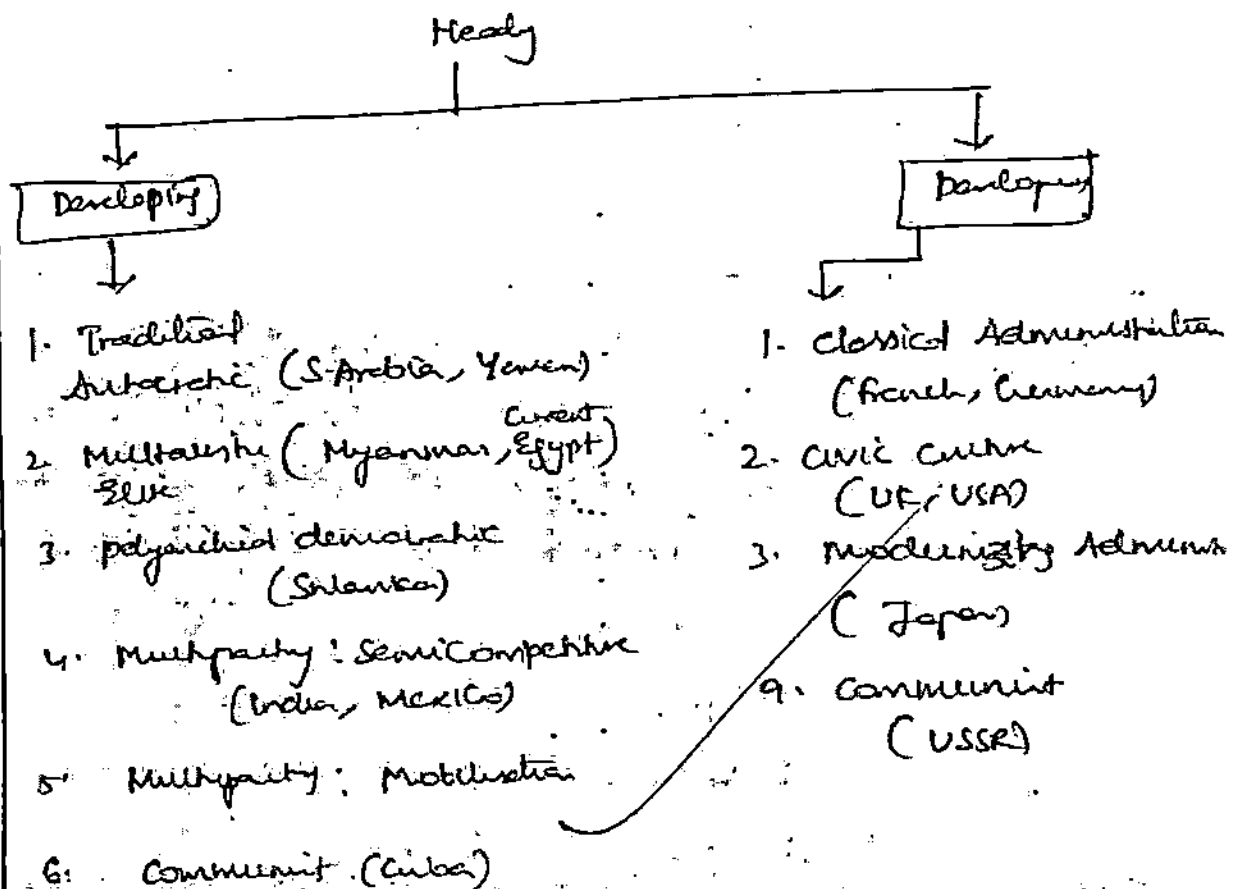


SHGs vs PRTs

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- ① SHGs focus on improving financial security and livelihood of people. PRTs promote democratic decentralisation and welfare of all people in all spheres.
 - ② SHGs primarily focus on BPL people with affinity factor. PRTs focus on diverse sections of people with reservation to OBCs, women etc.
 - ③ SHGs promote women empowerment in family and society. PRTs also promote empowerment of all including women.
 - ④ Training is needed for SHGs with bank linkage. PRTs don't need any training instead they get trained and promote SHGs.
- Thus both SHGs & PRTs both have consequent benefits for the need society.

Ford Healy played a prominent role in revival of Comparative public administration after the last decade. He has studied various countries and with focus on the society.



This comparison of political regimes is mostly social with no genetic variables or common factors like -

Developed Countries

1) In Japan, Administrative officers are

well-respected in society who are not corrupt.

Most of them enter the police after administration leading to clean society.

whereas in Russia, the colonial impact of Czar regime and Bolshevik rule during the Socialist regime has led to authoritarian and centralised administration. —

(13)

The above two models of developed countries stem on nature of society rather than common factor as both are different with one focus on Capitalism and other on Socialism which are contradictory.

2) Similarly he says the political instability in French & Germany led to administrative authoritarian and powerful whereas democratic countries like USA has administrative response to people needs due to political stability. This shows his importance to nature of society.

On the similar lines, while bringing the variation in developing countries he focused on social aspects.

① autocratic society of royal family of Saudi Arabia is example where administration is subservient to royal family not to peoples.

② In elite systems, the political regime is left over due to military coup thus military dominance on people like Myanmar.

③ In polyarchial democratic society with less peoples participation and less civil society organisation leads to polyarchial administration with no checks thus hinders people.

④, ⑤ → In these systems of multiparty political society, the administration bounds to wishes

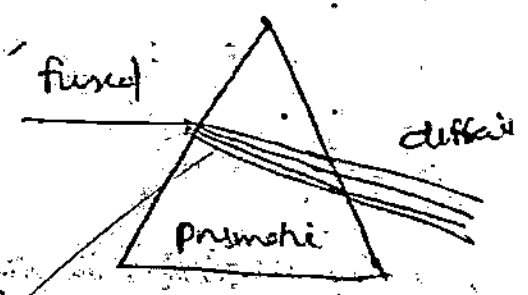
of party in rule.

⑤ The Communist Country shall have to abide by the centralized administration.

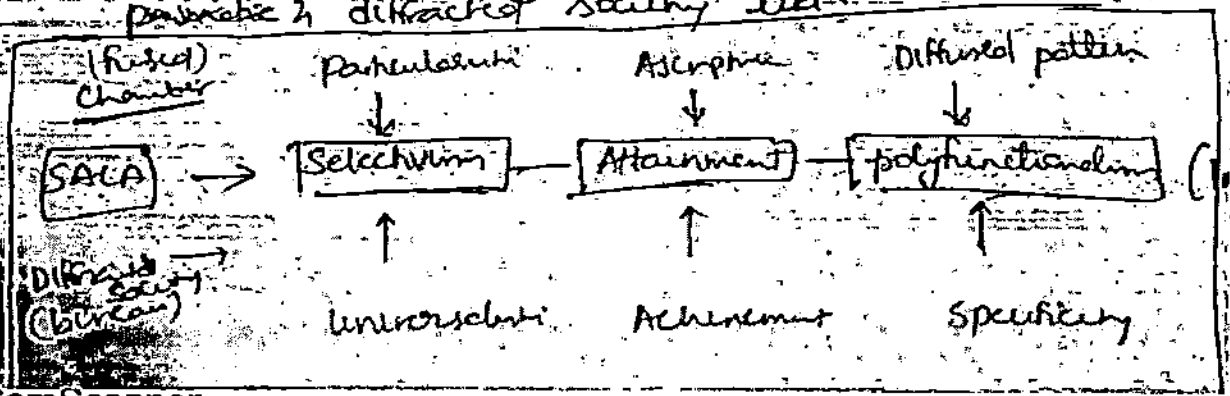
Thus, the above systems of comparison focus more on nature of polished regime and society with less common variables for comparison.

⑥ Fred Riggs is the prominent Comparative public administration theorist who focussed on Ecological approach, building his prism in administration.

He has analysed the administration based on models of Prismatic Society, fixed and diffracted societies. He has developed administration systems Sala, bureau, chamber with reference to these societies.



For eg:- problem of ascriptive character in Agrarian model of society is present in Patrimonial character of fixed. His Sala model lies intermediate from fixed patrimonial & diffracted society like:-



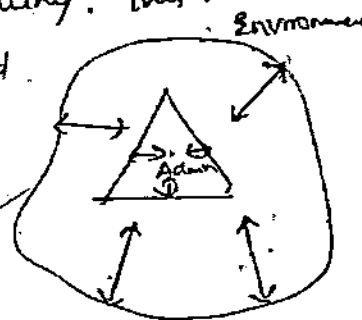
However, he failed to consider administration
influence on ecology. ~~to the~~

(15)

fore: - The 'Hakim babu' culture of Indian administration led to elicit ~~other~~ orientation of people thus hiding the people's passivity.

Administration works closely with people and it also has impact on society environment in political, economic, sphere etc. fore: - Corruption in

Administration impacts the welfare of people and economic growth and political stability. This has ignored by Riggs as he focused more on society aspects not on internal aspects.



Despite of these concerns, his model has heuristic impact in bringing new insides in comparative administration.

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CPM Chart for Community Centre : -

CPM chart is used for network analysis and brings the deterministic way of estimating the project cost. It includes

① Identification of activities &

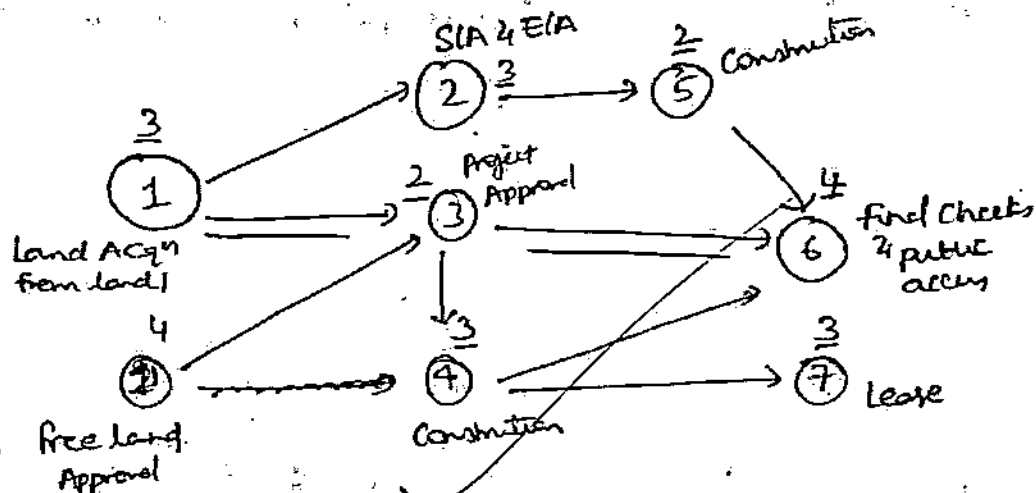
- for land
- a) Land Acquisition
 - b) EIA & SIA
 - c) Project Approval
 - d) Development

for land
freelaid
approval
construction
project approval
lease

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- ② Draw sequence of activities establish relations between activities
- ③ Establish the sequence of activities & draw network diagram
- ④ Estimate time taken for each activity

14 1/2



activity	1	2	3	4	5	6	7
time taken	3	4	2	3	2	4	3

- ⑤ Find the slack time & start times of activities to determine critical path

Activity	EST (early start time)	EST (Early start time)	LST (Latest start time)	Latest finish time	Slack time
①	0	3	0	3	0
②	0	4	1	5	0
③	3	6	2	5	0
④	3	5	3	5	0
⑤	5	8	5	8	0
⑥	6	8	5	7	0
⑦	5	9	5	9	0
⑧	8	11	8	11	0

Find out EST, LST, EFT, LFT, and
Critical path is when $EST - LST = 0$, $EFT - LFT = 0$

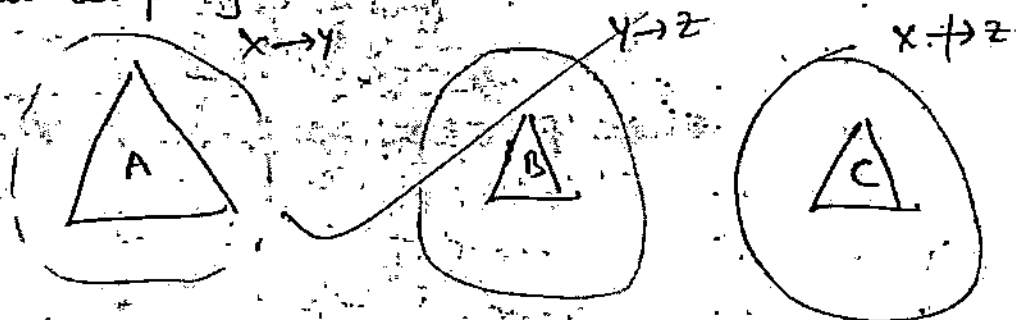
So Critical path is ① → ③ → ⑤

⑥ Update the project bar diagram and network
to avoid deviation from critical path regularly

⑦

⑧

Comparative public administration is cross
cultural, cross national and supra national. It
focuses on weberian, non-weberian structures.
While Comparing

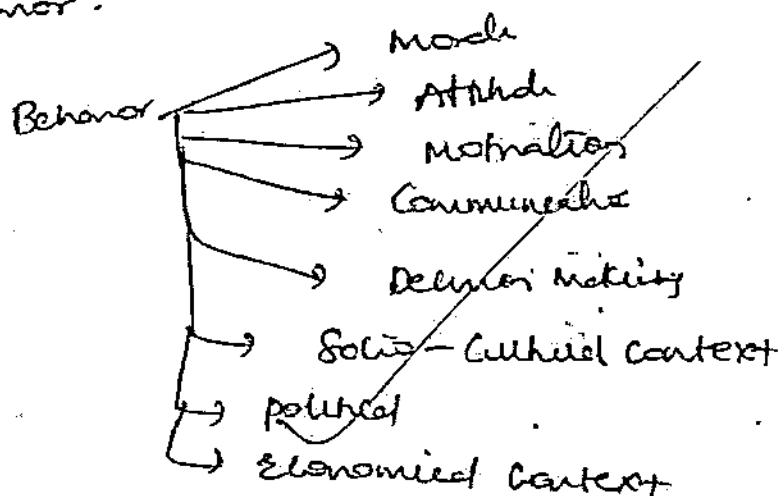


It has to study various systems while
bringing the Science of administration.

But Administration includes both facts &
values and Behavior plays key role in
decision making of rules. So, it is difficult
to study behavior to bring generalization of
principles for eg:- three systems A, B, C
have different principles based on changing
behavior, it is difficult to conclude $X \rightarrow Z$
here because behavior plays key role

Behavior plays key role in the society and it affects the administration. For eg:- In India, there is strict behavior of administration as per some studies and in USA, there is a relaxed behavior. One cannot generalize based on their behavior.

Behavior is multi-motivated and multi-determined as said by Maslow. It is difficult to understand factors that change the behavior.



Thus CPA has limitation of Behavioral Concept while generalizing the studies. But various tools of Theories like Simon, McGregor and participative management Theories help in selective adaptation of Control, inter personal competition like T-group training etc. Most behavior predictable uniform but not predictable.

7 (b)

Fairchild's typology of Bureaucracies include

- ① Institutional bureaucracy
 - ② Instrumental bureaucracy
 - ③ Subservient bureaucracy
- Revised CPA by
R.K. Moore

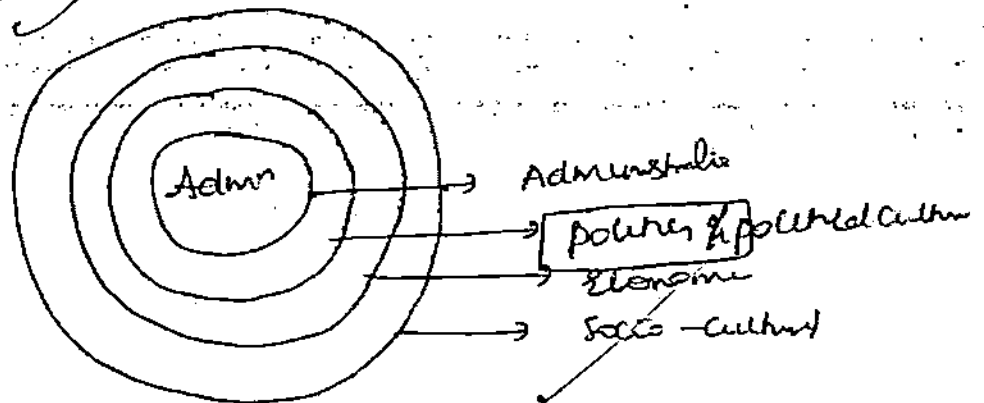
In the case of Institutional bureaucracy, bureaucracy being permanent body tends to negate the political checks and would turn as institution with no regulation. Policies would be unimpaired just resembling unbridled policy of Pygms.

In case of Instrumental bureaucracy, it turns as Omniscient to people and respects the policies as long as it follows ideals of Constitution and public interest. Therefore, both policies & administration are mutually promoting themselves in help of people.

In case of Subservient bureaucracy, it turns merely as hand of political power leading to political dominance and affect citizens. It leads to Collusion Corruption and blame on bureaucracy as it tends to be part of exploitation.

③

Political Culture plays an important influence on the Administrative System of the Country



→ In developing countries, there is a problem of unbalanced policy ^(as said by Riggs) where the Administration avoids control of policy due to the immaturity of policy leading to administration more powerful.

for eg:- In Pakistan, the policies are not mature and military takes the supreme authoritarian mode of governance.

→ Also there is a problem of Political Immaturity (by Weber) which shows Administration turning as institution rather than instrument due to political immaturity.

for eg:- Study conducted by Riggs shows society is unstable political atmosphere affects the administration in ~~some~~ Egypt where military corp takes to dominate always.

→ In case of India, the political culture has
big impact since post independence.

① Early Nehruvian era :- The politics are
dominated by single party and there is a
entanglement of Administration. The priority
is focus on development.

② Early Emergency :- The Emergency
period led to Administration turning it
as authoritarian with more power given to
police, govt machinery to curb press, freedom
of expression.

→ Also, in developing countries, the structures
are weak where society is non-hierarchical
and non-cooperative. This leads to inequality
in politics which affect the administration.

Factor :- Coalition politics hamper the
administration. Priority policy formulation which
was viable in last political rule in India.

→ Haniffa also, there is a problem of
'Overdeveloped Society' & 'Under developed
administration'. As politics affect the
public policy and implementation, which
leads to policy communities promoting their
interest and halting the development.

→ The nature of political culture like
monarchic, democratic, communistic orientation.

also affect the administration. This is visible in Ferrel Heald's Comparative models of Administration. (22)

✓ Communism → Russia - Centralised political power brings Administration pro Govt.

✓ Clerical admin → unstable political regime lead to authoritarian administration of France, Germany.

Therefore, political culture has profound impact on administration of developing countries.

Section A

(2)
a(1)

Comparative Administration has relation to Govt of public administration.

In paradigm-I, the study of comparative administration is ^{influenced} close to Wilson's American political science quarterly where he compared Govt system with Germany. But this is not a specialised focus of CPA.

But after paradigm II, III with less emphasis on CPA, there is a reversion of CPA during 1950s & 1960s when golden period of CPA emerged. It coincided with paradigm IV, V where the old CPA

focused on western studies with mostly theoretical studies.

(23)

But the profound growth of CPA was witnessed from paralysm VI when public administration under influence of NPM, good governance and Minnowbrook Conference - III ~~schemes~~ played pivotal role.

(31) In MBX-III, there is a study from different scholars of different countries and emphasis laid on CPA specifically. Its title "Public Administration, public management, public services and world" made it more appealing to CPA.

Therefore, MBX-III paved way for strong growth in CPA and the recent addition like post modernism, e-governance have also focused on CPA.

(ii) "Science of Administration cannot exist without Campaign" — Coleman

Public administration inclined to be scientific must form of Campaign for its empirical validity. Robert Dahl in his three problems also focused on Campaign without which administration

would then be hollow. There can be
foreign administration but not public
administration.

(24)

Change is inevitable without
Comparison - one can't learn from
Changes. So, Cross cultural & Cross
national studies would benefit in adjusting
the ~~study~~ change. Otherwise we would
be stuck in Eutropy.

4 1/2 Alvin Toffler - 'We are ⁱⁿ the era of
Converging world' and there is
increasing dependency between countries
for production and Technology. Various
issues emerged like Terrorism, Environmental
issues etc, Comparison would help in
solving the problems or deciding how to
tackle them. If no Comparison, we
would be naïve and stuck as frog
in the well.

There is an emergence of
Supra national institutions focusing on
internal affairs of countries like IMF,
WTO, WB and we need to adjust to
SDG goals. So Comparison is needed
for taking help of their models.

Thus, CPA is must for public
administration and it got new emphasis
in the emergence of post modernism.

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(b)

Pars is a comparative public Administration theorist who brings biological approach in Administration. He has used differentiation as a concept to develop the society.

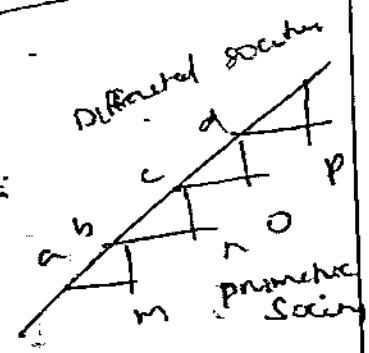
He says, Differentiation is increase in Specialisation. His models of society like ^{primitive society} are undifferentiated and Differentiated societies are highly differentiated societies.

Also, he also used Integration to bring development as a condition Criteria to differentiate the society.

$$\text{Diffraction} = \text{Integration} + \text{Differentiation}$$

→ Development is possible by increasing autonomy derived from diffraction.

A society can be identified based on diffraction achieved from differentiation & integration.



Technical → Differentiation
non-technical

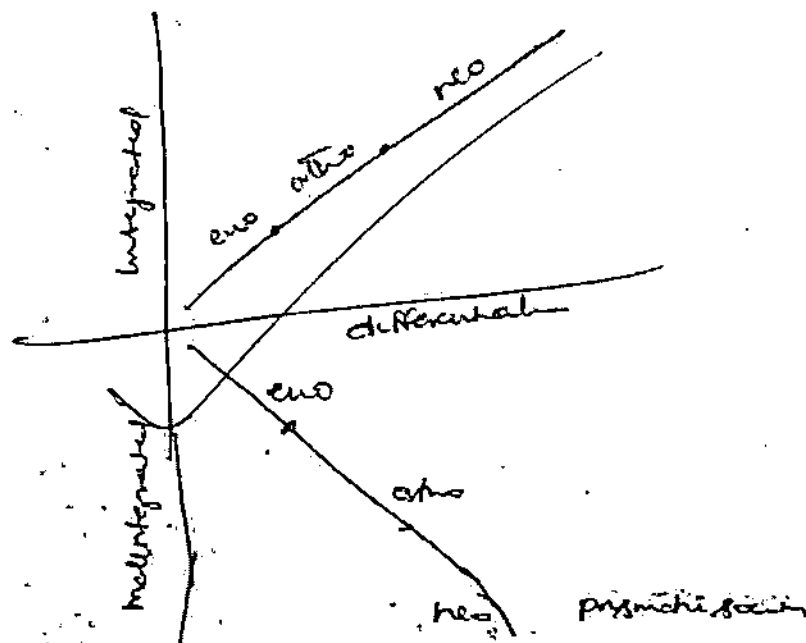
Ability → people participate
willingness

Administrative → Administrative → people
behaviour → development → participate
Administration

→ Integrates

Development of Society

Riggs also developed his degrees of the measurement on a continuum for each society using the components - differentiation & integration this meaning the component specifically.



Thus, he has used differentiation & integration in developing societies on a continuum and also developed Stages of each society that transition in the process.

euro → early
ortho → intermediate
neo → final

Primitivism
He says, develops
continuum as part
of 'euro' society
of integration & (Quadrant I)
they move to ortho
and then to neo

Thus, Riggs has provided new
dimensions to evolve his primitive model,
in Comparative Studies