

- ✓ Kempe hopes: shift from blue print to learning & production centered to people centred approach.

Bureaucracy and Development

- ✓ new administrator in context of development in India
 - ⇒ tact, pragmatism, dynamism, flexibility, adaptability, willingness to take ad hoc decisions
- ✓ Classic perspective: Weber: DoL, hierarchy, formalization, Impersonal, Merit, career paths, separation of org & personal life
 - ↳ 'Ideal type' / most rational
- ✓ Weberian model unable to meet demands of dev
- ✓ fails to take behavioral aspects into account → dysfunctional consequences
- ✓ Merton: lack of flexibility affected good service to people
- ✓ excessive formalism counterproductive especially in rural dev
- ✓ Selznick: ↑ complexity ⇒ decentralisation & delegation inevitable
- ✓ Presthus: alien model unsuitable for developing societies
- ✓ Bennis: too mechanical for needs of modern org
- ✓ Thompson: 'bureaupathic' behaviour: hiding behind rules
- ✓ All modern bureaucracies possess Weberian characteristics to a varying degree.
- ✓ in reality: bureaucrat must seek to reconcile 2 different worlds
- ✓ Dev Admin concepts of Weidner & Riggs (covered) → bureaucracy must adapt accordingly
 - ↳ agent of change rather than instrument of stability or continuity
- ↳ Palombara: target achievement > Weberian characteristics for development

Knowledge dominated orgs.

- ✓ only change: ↑ professional bureaucracy → substituted arrogance of training for arrogance of high office.

STATE V/S MARKET DEBATE → super 50

Impact of LPG on admin → 50

Women & SHG → 50

Techniques of Administrative Improvement

- O&M → 50.
- ✓ E-Governance & IT → read from book.

- ✓ MIS: assemblage of facilities and personnel for collecting, processing, storing, retrieving & transmitting info that is required by one or more managers in the performance of their functions.

PERT and CPM

- ✓ network techniques for project mgmt. in a time bound and cost conscious manner.

PERT = Program Evaluation and Review Technique ✓

CPM = Critical Path Method ✓

both developed by US engrs. in 1950s

PERT → US NAVY CPM → Dupont

- ✓ any project = complex network of interrelated activities

Application of PERT and CPM for project mgmt :

- 1) Identify key activities
- 2) Work flow diagram : each event is a circle and each activity is an arrow. Events are numbered for identification.

3) Assignment of time span for completion of each activity & calculation of total duration

in PERT
$$t_e = \frac{t_o + 4t_m + t_p}{6}$$

t_e = expected time $\rightarrow$ (avg time if it were repeated large no. of times)

t_o = optimistic time

t_m = most likely or normal time

t_p = pessimistic time

in CPM, only one estimate is prepared.

$\rightarrow$ critical activities identified; critical path = longest = longest time reqd. for completion.

PERT

uncertainty incorporated in analysis

more attention to time dimension

CPM

uncertainty abstracted away

more attention to cost dimension

uses of PERT & CPM

- 1) ensures actual planning
- 2) gave managers a heads up on their responsibilities
- 3) improved mgmt of resources.
- 4) improved decision making
- 5) future oriented control

6)

FINANCIAL ADMINISTRATION

- ✓ Finance is the life blood of a government
- ✓ Finance and admin are inseparable. — LD White
- ✓ Limit of admin activity is determined by financial resources available.
- ✓ Nigro & Nigro: The components of FA are budgeting, accounting, auditing, purchase and supply management, tax admin, and treasury management.
- ✓ includes all processes involved in collecting, budgeting, appropriating and expending public monies; auditing income and expenditure and receipts and disbursements; accounting for assets and liabilities and for financial transactions of the govt; and reporting about upon income and expenditures, receipts & disbursements, and the condition of funds and appropriations.
- Dynamic process involving continuous chain of operations:
 - ✓ (i) Preparation of Budget
 - ✓ (ii) Securing legislative approval of Budget
 - ✓ (iii) Execution of Budget
 - ✓ (iv) Treasury mgmt. of finances
 - ✓ (v) legislative accountability of those operations

These financial fns are performed by the following agencies

- ✓ (i) Legislature
- ✓ (ii) Executive
- ✓ (iii) Treasury or finance Dept
- ✓ (iv) Audit Dept.

Budget

- ✓ from French word 'Bougette' = leather bag or wallet
- ✓ Statement of govt's needs and resources
- ✓ Consists of estimates of revenue and expenses
- ✓ Willoughby → it is much more than that → it is at once a report, an estimate and a proposal.
- ✓ report - on admin of affairs during last year
- ✓ estimate - on current state of treasury, revenues generated and expenditures estimated for next year
- ✓ proposal - works proposed and their associated financial allocations.
- ✓ Budget is a plan of action.

Essentials / principles of Budget System.

- ✓ 1. Responsible Executive leadership : responsible for formulating and presenting it for legislative action
- ✓ 2. Broad and accurate budget info : activity, agency, cost & how the cost is to be met (from revenues, borrowing etc)
- ✓ 3. Complete Budget Plan.
- ✓ 4. Periodicity
- ✓ 5. Publicity : people and press can express views.
- ✓ 6. Effective control over Execution of Budget Plan.
- ✓ 7. Staff assistance : Treasury in UK, Fin Min in India
- ✓ 8. Clarity → understandable to every citizen
- ✓ 9. Budget Unity → all receipts recovered into one general fund for financing all expenditures
- ✓ 10. Detailed Specification
- ✓ 11. Prior Authorisation : in advance of the period during which expenditure is to be made.