

Ch: Impact of LPG

- S.R. Maheshwari - "India's efforts at reforms have amounted to 'correction slips to ~~be~~ the inherited administrative system.'"
- Nehru on his greatest failure: "I could not change the administration, it is still a colonial administration." → main cause of inability to solve problem of poverty (according to him). → This was in 1964 //
- civil servants still believe in the Hegelian prescription that they represent the universal interests of the society.
- civil service has to change, but not in an incremental manner. It has to be a total transformation, a metamorphosis. Pablo Picasso said, "unless you destroy, you cannot create."

Ch: Good Governance.

- Alexander Pope: "For forms of government, let fools contest; whatever is best administered is best."

ADMINISTRATIVE BEHAVIOUR

Decision Making

- M.T. Copeland : Administration essentially is a decision making process.
- def : process of choosing a course of action from among alternatives to achieve a desired goal
- Barnard : processes of decision are largely techniques of narrowing choice
- four interrelated phases :
 - ✓ explorative - look for problems
 - ✓ Speculative - identify factors
 - ✓ evaluative - analyse alternatives
 - ✓ Selective - choose best course of action.
- features of DM : goal oriented, set of alternatives, dynamic, situational, continuous, rational or intellectual
- types of decisions :
 - ✓ programmed & non-programmed
 - ✓ organisational and personal
 - ✓ individual and group
 - ✓ routine and strategic
 - ✓ policy and operative
- DM Process : steps
 - ✓ Defining the problem
 - ✓ Classifying problem and gathering info
 - ✓ Developing Alternatives
 - ✓ Selecting Best Solution
 - # 4 criteria (Peter Drucker) : Risk, economy of effort, Timing, Limitation of resources.
 - ✓ Convert Decision to action.

→ Models of DM

✓ Simon's bounded rationality

✓ # total rationality is impossible

✓ # Satisficing = satisfy + suffice

✓ # rationality = selection of preferred behaviour alternatives in terms of values whereby the consequences of behaviour can be evaluated.

✓ Lindblom's Incremental model

✓ # "The Science of Muddling through."

✓ # virtual continuation of previous activities with few changes.

✓ Rational Economic Model / Economic model

✓ # best alternative → optimum solution

✓ # Knowledge of all facts and alternatives

✓ # ideal + rarely achieved

✓ # satisfaction maximising.

✓ Etzion's Mixed Scanning

✓ # blending rationalism and incrementalism

✓ # 2 approaches: broad and detailed

✓ # employ 2 levels of scanning flexibly, depending on problem.

• Yehezkel Dror's optimal model

✓ # best features of all models combined

✓ # fusion of economically rational and extra rational

✓ # 5 major characteristics

✓ (i) qualitative not quantitative

✓ (ii) rational + extra-rational components

✓ (iii) ^{it is basic rationale to} economic rationale

✓ (iv) deals with meta policy making

✓ (v) built in feedback.

✓ Garbage-Can Model - decision makers function in organised anarchies, characterised by problematic preferences, unclear technology and fluid participation. Audiences and decision makers change capriciously. GCM examines how unanticipated streams flowed together to produce what actually happened.

→ Herbert Simon and DM Process

- ✓ "Administrative Behaviour" (1947)
- ✓ critical of Principles of Admin of Gulick & Urwick - calls them proverbs and myths.
- ✓ premises for DM: facts and values
- ✓ to be scientific: exclude value judgements, focus on facts. rigorous analysis, test factual statements or postulates
- ✓ ~~3 steps~~ 4 sequential steps in DM:
Intelligence Activity → Design Activity → Choice Activity
→ follow up (implementation)
- ✓ choice involves facts and values; every decision: logical combination of facts and values. ~~to~~
- ✓ To diff b/w facts & values: means-end distinction.
- ✓ value & factual premises intertwined.
- ✓ programmed and unprogrammed decisions.
- ✓ revolution: techniques e.g. mathematical analysis, OR, electronic data processing & computers
- ✓ ↳ dependency on middle level → Recentralisation
- ✓ Bounded Rationality, ~~satisficing~~ satisficing
- ✓ Administrative man
- ✓ use of computers → ↑ Rationality
- ✓ e.g. of satisficing criteria: "reasonable profit", "fair price"

→ Administrative problems in DM

- ✓ incomplete info
- ✓ unsupporting environ
- ✓ non acceptance by subordinates
- ✓ ineffective communication
- ✓ incorrect timing

Communication

- ✓ → life blood of an organisation
- ✓ → vehicle by which org is embedded in its environ
- ✓ → def: transfer of information from a sender to receiver, with the info being understood by the receiver.
- ✓ → Communication in admin includes
 - ✓ # Superior to subordinate comm
 - ✓ # Subordinate to sup
 - ✓ # cross comm
 - ✓ # comm through extra-admin agencies like unions.
- ✓ → Herbert Simon: Comm is any process whereby decisional premises are transmitted from one member of an org to another.

Importance of Comm in Org

- ✓ → group activity impossible without comm
- ✓ → Barnard: foundation of all group activity
- ✓ → functions of comm in org:
 - ✓ # establish & disseminate org goals
 - ✓ # smooth running
 - ✓ # planning and coordination
 - ✓ # supervision
 - ✓ # motivation
 - ✓ # good human relations (maintenance of)
- ✓ → Peter Drucker: Good Comm is the foundation for sound administration.

→ Comm Process (diagram in filed notes)

- ✓ Sender: Thought → encoding
- ✓ Transmission channel
- ✓ Receiver: Reception → decoding → understanding
- ✓ Feedback: Receiver → Sender
- ✓ Noise

Gestural Communication
often used to supplement
oral communication.

Types of Commⁿ

→ Verbal or Written

→ Formal & Informal (grapevine)

✓ Grapevine: transcends boundaries of formal channels;
exists outside official network but continually interacts with
formal commⁿ;

Advantages of Grapevine

- ✓ develop better HR
- ✓ fill gaps in formal commⁿ
- ✓ fast
- ✓ managers can use it to collect feedback
- ✓ satisfy social needs of employees

Limitations of Grapevine

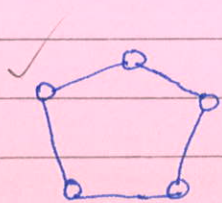
- ✓ authenticity?
- ✓ rumors
- ✓ no origin → who is responsible?
- ✓ leak confidential info
- ✓ not dependable

→ Managers should use grapevine:

- (i) keep informal groups informed of org matters
- (ii) encourage info dissemination through informal groups.

→ Downward, upward & crosswise commⁿ: complementary
to one another. ↳ diagonal + horizontal

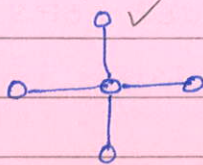
Commⁿ Networks: pattern of interconnected commⁿ channels.



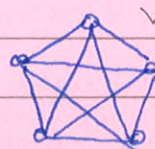
circle



chain



wheel



All channel
or free flow.