

SUBJECT PAPER: PRINCIPLES OF PUBLIC ADMINISTRATION

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UNIT III

BASES OF ORGANISATION

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1. Purpose: Purpose means the major objective to be achieved or major service to be provided. Purpose based organizations are oriented essentially towards achieving certain specific objectives. Most of government departments like defence, education, transport, communications and railways in the government of India are organized on the basis of major services or function to be performed
Process: Process means technique or skill of a specialized nature example medical care, engineering, accounting, legal advice etc. It is an activity which cuts horizontally across various functional departments as part of housekeeping services essential for accomplishment of their major functions. It implies bringing together given or related activities in a department. For example department of health would include all medical personnel like doctor, nurses, pathologists, psychologists, bacteriologists etc. All Accountants would be included in the departments of account. If other departments require the services of doctors, engineers or accounts, they will have to send a requisition to these departments.
3. Persons or Clientele: When a department is established to meet the special problem of a section of community, the basis of such department is clientele or persons served. Such departments are multifunctional and provide all or most of the services needed for particular class of persons with which it is concerned. For example department of tribal welfare in some states, Ministry of Rehabilitation and minority affairs and ministry of Tribal affairs in the government of India. They deal with all the problems and needs of the clientele like education, health, insurance and their overall welfare. Clientele based organizations are justified on the basis that there are some sections in the community who deserve special treatment because of distinctive problems faced by them.

4. Place or Territory: Territory or Geographical area serves as the basis for organization for some departments. The reason to create such departments is a region may have problems peculiar to itself, lending it a distinctive character, therefore needs to be handled or treated separately. For example ministry of railway has over 10 territorial zones -eastern, northern, north-east frontier, south eastern, south central, northern, western, central and southern etc. Geography also serves as the basis of governmental organization in the larger countries. The states of India, the USA and Australia, the provinces in Canada and cantons in Switzerland are geographical sub-divisions of their respective countries.

LINE-STAFF-AUXILIARY AGENCIES

To carry out his onerous administrative responsibilities, he is assisted by numerous agencies and organizations. These agencies are divided into three categories namely (I) Line Agencies (II) Staff Agencies, and (III) Auxiliary Agencies, depending on the nature of work performed by them. Line Agencies:

The administrative agencies which perform the functions that directly contribute to the achievement of primary or main purpose of Government organization, directing, making decision, command, control and supervision are "Line agencies". Staff agencies assist, advise and help the Line agencies to carry out their functions. Auxiliary agency provides common housekeeping services to all other agencies. The major „Line“ departments in the Government of India are those of Health, Defence, Education, Labour, Railways, Transport, Communications, Commerce and Industry. Planning Commission, National Development Council, Cabinet Secretariat, are examples of Staff Agency. Central Public works department, Union Public Service Commission and Directorate General of Supply and disposal in the Government of India are examples of Auxiliary agencies

LEVELS OF MANAGEMENT

The 3 Different Levels of Management

- Administrative, Managerial, or Top Level of Management.
- Executive or **Middle** Level of Management.
- Supervisory, Operative, or Lower Level of Management.
- The three levels of management typically found in an organization are low-level management, **middle**-level management, and top-level management. Top-level managers are responsible for controlling and overseeing the entire organization.

CHIEF EXECUTIVE

These are (1) Department (2) Public Corporation (3) Independent Regulatory Commission

(1) Department:

Departments are immediately placed under chief executive. These are basic organizational unit of administration and are responsible for carrying out major government functions. The responsibility to create, organize or reorganize the department differs depending upon political environment and administrative system of a country. In USA, congress regulates the details of government organization. In parliamentary form of government like India and England, Chief Executive enjoys the privilege to organize or reorganize departments while in erstwhile Soviet Union, Constitutional sanction was required to create department and these can be abolished by amendment of constitution. It is oldest system of doing functions of Government. Departments perform primary or main functions of Government. Departments of education, health, transport, communication, police, labor are examples of departmental organization in government of India and states.

(2) Public Corporation: Public Corporation is second type of Line agencies. Modern state is welfare state. Consequently its functions have increased in scope and complexity. In addition to traditional functions like health, education, transport, communication, state has to perform the functions of industrial, financial, commercial and managerial nature. These functions cannot be carried out by the departments due to their very composition and of functioning. Therefore innovative types of institutions have to be created to perform these functions. Public Corporation have been established for purpose. Special public corporations are created by! Or pursuant to a law passed by legislature defining its power duties and immunities.

(3) Independent Regulatory Commission: Independent regulatory commission originated in United States of America to undertake regulation of private economic activities. The need for such control and regulation was felt in the wake of growing industrialization of the country in nineteenth century. They are independent of President and are known as „headless“ branch of government. They have been established by congress by law which defined their constitutions and functions. They are regarded as „the arms of congress“. Functions of independent regulatory commission are of mixed nature, administrative, quasi legislative and quasi judicial. They are also known as fourth branch of government because their functions do not completely fit into any of the three traditional branches of government.