

SUBJECT PAPER: PRINCIPLES OF PUBLIC ADMINISTRATION

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UNIT IV

THEORIES OF ORGANISATION

CLASSICAL

The classical approach to public administration, derived from Weber, Wilson and Taylor, largely dominated most of the 20th century. In fact, Weber's theory of bureaucracy is the most important theoretical principle of the traditional model of public administration.

Stressed the importance of structure of organization in determining its functions. Neglected the human side of the organization. Design of an organization is important so lack of design is cruel, illogical, wasteful, inefficient like appointing a person and pay him wages without an idea of his position. They focused on finding neutral principles on which designing the structure of an organization can be done. Focused on functional specialization.

Gulick's human factor and time in public administration:

The main function of a state is human welfare, survival, improvement to meet challenges of ever changing environment but not war. But structure of modern state is designed for war. All authority is concentrated at top but work at lower levels. He suggested to focus on the non existent free market and not the non existent economic man.

Time is the crucial factor for every event. Without it there is no change, growth, cause effect, responsibility for management. All public policy innovations are rooted in time and in democracy timing is hallmark of statecraft.

Scientific management is a theory of management that analyzes and synthesizes workflows. Its main objective is improving economic efficiency, especially labor productivity. It was one of the earliest attempts to apply science to the engineering of processes to management.

- (1) Science, Not Rule of Thumb:
- (2) Harmony, Not Discord:
- (3) Cooperation, Not Individualism:
- (4) Development of Each and Every Person to His / Her Greatest Efficiency and Prosperity:

Henri Fayol's management theory is a simple model of how management interacts with personnel.

... The management theory of Henri Fayol includes 14 principles of management. From these

principles, Fayol concluded that management should interact with personnel in five basic ways in order to control and plan production.

- Division of Work- ...
- Authority and Responsibility- ...
- Discipline- ...
- Unity of Command- ...
- Unity of Direction- ...
- Subordination of Individual Interest- ...
- Remuneration- ...
- Centralization-
- Scalar Chain
- ☐ Order.
- ☐ Equity.
- ☐ Stability of Tenure of Personnel.
- ☐ Initiative.
- ☐ Esprit De Corps.

Criticism:

1. Unscientific theory is empirical and not tested under scientific conditions.
2. Neglects human dimension.
3. Sociological, psychological aspect is neglected.
4. Believes in only economic motivation for workers. Doesn't believe that workers are connected to an organization emotionally. Ignores influence of social groups on humans i.e. voluntaristic.
5. Mechanistic theory fails to explain dynamism in organization behavior. Treats workers as cogs in machine.
6. Descriptive theory is absent and focus is on prescriptive or normative aspects i.e. "What ought to be".
7. Treats organization as a isolate system from environment.
8. Subjective nature of rationality not considered i.e. behavior of workers in organization different from actual behavior.
9. Focus on structure of organization.

BEHAVIOURAL

The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

The four common elements of an organization include common purpose, coordinated effort, division of labor, and hierarchy of authority.

Elton Mayo's contribution to management theory helped pave the way for modern human relations management methods. ... Mayo management theory states that employees are motivated far more by relational factors such as attention and camaraderie than by monetary rewards or environmental factors such as lighting, humidity, etc.

Follett advocated the principle of what she termed "integration," or noncoercive power-sharing based on the use of her concept of "power with" rather than "power over." Follett contributed greatly to the win-win philosophy, coining the term in her work with groups.

ECOLOGICAL

Riggs' ecological approach is predicated on the basic characteristics of ecology. The notion that functions are interdependent, dynamic balancing relationships, or adaptations and structural developments, etc., is consistent with prismatic theories.

In its simplest form the concept 'Ecology of Administration' refers to the assumption that the administration of a particular country in a certain period of time is largely a reflection of the pattern of interplay between cultural, psychological and economic forces.

The theory of prismatic society is based on an analogy of a fused white light passing through a prism and emerging diffracted as a series of different colours. Within the prism there is a point where the diffraction process starts but remains incomplete.

Prismatic society is characterised by various economic, social, political and administrative sub-systems. Riggs called the administrative sub-system 'Sala Model'.