



PUBLIC ADMINISTRATION (Test Code : 221)

Name of Candidate **PRABHAT MALIK**

Registration No. **3433**

Schedule

Module **Pub. Ad.**

Place **Rajinder Nagar**

Time **2-5**

Date **25-4-14**

Classroom

Distance Learning

Classroom & Distance Learning

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1.(a)	10	
1.(b)	10	
1.(c)	10	
1.(d)	10	
1.(e)	10	
2.(a)	20	
2.(b)	15	
2.(c)	15	
3.(a)	20	
3.(b)	15	
3.(c)	15	
4.(a)	25	
4.(b)	25	
5.(a)	20	
5.(b)	15	
5.(c)	15	

Maximum Marks : 250

106 /250

Remarks:

Signature of Examiner

EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
2. Candidates should attempt answer to the part/sub-part of a question strictly within the pre-defined space. Any attempt outside the pre-defined space shall not be evaluated.
3. The candidate need not write anything in his/her answer that derogates the dignity of an individual or an organization.
4. Candidates should attempt all questions strictly in accordance with the instruction given under each question.
5. The candidate should respect the instructions, given by the invigilator.

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26/04/2014

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Overall Macro comments / feedback / suggestions on Answer Booklet:

1. *you have written well many answers shown good intro quality, exact and effective expression, logical and orderly presentation, which are really commendable and keep trying to hone up this skill.*

2.

keep trying to broad your knowledge horizon (Ensure good and sufficient ideas /dimensions in answer)and give more, specific and relevant information through your sentences.>>brainstorm for a while, jot down all the points and then proceed to write the answer.>>>which Broadens the Outlook and bring Multidimensionality in your expression....

3.

In few Answers, you have approached the ideas/arguments rightly but failed to give all the necessary details pertain to those ideas/arguments. and in few Answers it is also noticed that you have ideas but you are unable to present them in direct, affirmative and impressive ways.

4.

You have the potential to do well..All the Best..

5.

All The Best

1. (a) Maslow's Theory is most interesting and most popular than true.
Comment.

10

★

Human behaviour is too complex a phenomenon to be explained by a single factor.

Maslow's theory tries to explain human behaviour as guided by desire to fulfill certain needs according to a hierarchy. This hierarchy is

- a) Basic physiological needs
- b) Security needs
- c) Social needs
- d) Esteem needs
- e) Self-Actualization

The theory however has various complications like :-

- 1) It allows for only one need to dominate at a time. Humans can have several motivating factors in different proportions.
eg. Job seekers simultaneously appearing for jobs in finance & social service sector.
- 2) It doesn't account for effect of cultural practices, environment.
Eg. Fascination for IAS in India
more weightage to power factor in developing countries
- 3) The lower level need once fulfilled doesn't remain a need. This is not so for high ranking CEOs sometimes leave over pay & lifestyle differences

there is no clear evidence that human needs are classified in five distinct categories, or that these categories are structured in a special hierarchy.

insufficient contents..

4

Maslow's hierarchy is able to provide an insight into determinants of behaviour but falters if considered as the sole factor.

*discuss few more points...**there is no clear evidence that human needs are classified in five distinct categories**self-actualisation suffers from the vagueness of its concept*

1. (b) Leadership is a socially constructed organizational reality. Explain. 10

A.*not a good intro..*

Organisations are identified primarily with their leaders, be it the Kings of erstwhile kingdoms or CEO's of current MNC's.

good

Leadership is relevant for successful organisation. It provides a clear vision, builds up enthusiasm, resolves conflicts, ensures authoritative allocation of values, authority & responsibility. In the era of fast paced environment, these attributes are requirements for success of organisation.

socially constructed leadership--

1. Providing socio emotional support
2. the ability to reach the souls of others.
3. foster devotion or commitment among subordinates

What an effective leadership entails is a question which is determined by the society's thinking and ~~does~~ not have a deterministic answer. It has ranged from ~~past~~ great man theories to trait theories to current contingency theories.

Even in the current context of leadership according to situation, the required traits for a particular situation itself are open for debate. Eg. debate around the traits for leadership for India's Prime Minister between authoritarian versus consultative.

you may remove this para..

Leadership thus emerges as a reality for organisation whose characteristics are designed by the society according to evolving situation & knowledge about human psyche.

not exactly true..

1. (c) Enumerate the different challenges and problems in employer-employee relation. Also mention suggestions to improve it. 10

A. Organisation ^{efficiency} depends on successful employer-employee relationship for achieving the objectives.

Employer-employee relations are however subject to certain challenges.

- Balancing the conflict between organisation & individual goals.
eg. higher profit or more salaries not expressed effectively...
- Ensuring the perception of equity & fairness
eg. controversy over promotion in judiciary.
- Integrating the individual with the organisation in what ways??
Challenges-
 - Service conditions
 - Increasing demand for bringing fair competition between public and private sector
 - If functionaries don't have suitable opportunities for career advancements and promotions
 - Not including or considering opinion of employees while decision making
 - In policy or decisional process lacking participation of the functionaries
 - Lack of consultative mechanism
- Ensuring compliance of Barnard's fiction of authority
- Effective Grievance redressal mechanism.
Inadequate resolution might lead to conflicts - eg. Strike by Toyota, complacency - as seen in bureaucracy etc.

Suggestions

- Participative decision making in areas affecting employees like salary
- Ensuring adequate ~~presence~~ presence of satisfiers in work environment.
- Machinery for conflict resolution functioning in objective & transparent manner.

4

insufficient contents..

The aim of organisation has to be fusion as envisaged by Argyris

Suggestions to improve--

- Analyse main areas of grievance of employees & then resolve them
- Increase employees support programme
- Improve performance appraisal system
- System of joint consultative machinery

1. (d) Comment upon the challenges in improving the administrative ethics. 10

A.

Administrative ethics provide the foundation for honest, just & efficient administration.

definition needs to be more explanatory...

Administrative ethics are the general guidelines helping administrators in ^{moral} conflict situations as ~~guiding~~ guiding principles. Eg. upholding equity when dealing with diverse sections.

The general & broad nature lead to host of challenges like

- a) Increasing the incentives to follow ethical behaviour in a society condoning corruption & valuing money power as supreme
- b) The general nature open them to various interpretations

- c) Scarcity of resources & inequality in society leads to insufficient pressure from society for ethical administration.
- d) Weakness of anti-corruption agencies.

These challenges are ~~not~~ ^{neither} new & nor ~~unsolvable~~ unsolvable. The focus is required to generate societal awareness about the relevance of these ethics.

In a democracy like India, where society has the final power & where administrators come from & live in the same society, empowered citizenship can have drastic effect. A good example would be the high level of ethical compliance in states like Kerala & countries like Norway, Finland.

1. (e) Critically evaluate the promotion system in India.

10

A.

Promotion system which is just & sound enhances productivity & employee morale & bring about greater integration between employee & organisation

The promotion system in India is based on both seniority & merit principle

- a) At lower level preference for seniority with exceptional ~~cases~~ merit cases also considered
eg. special bravery in police / armed forces
- b) At higher level merit becomes more important & seniority becoming a qualifying criteria as well as secondary consideration
eg. Senior posts chosen from panel of names.

The issues in India arise because

- 1) Performance appraisal system is not very comprehensive & doesn't adequately capture & reward performance
- 2) The job profiles don't clearly define the required attributes objectively leading to allegation of nepotism
- 3) The promotion process is shrouded in secrecy raising concerns of equity, meritocracy.

insufficient contents..

Except for senior most positions, UPSC has the role for recommending for promotions.

At senior levels, it is the political executive which decides??

Improvements which UPSC should focus are forming ~~an~~ objective & transparent criteria for promotion which is open to public & thus can be modified to address concerns of equity & meritocracy. Such a criteria can inspire confidence.

2. (a) Boards and Commission system is very useful for the organizations where collective interests are to be reconciled. Write a brief note on different Boards and commissions in India. 20

A. Organisational structures are ~~required~~ shaped by the circumstances they have to face.

Boards & commission system arise to address needs of situations requiring a broad collective leadership rather than a unitary one.

eg. a) Reconciling different interests
Inter State Commission

b) Requiring diverse expertise
eg. UPSC.

India thus has different kinds of Boards & Commissions. They can be classified as

a) Constitutional - eg. UPSC, Election Commission

constitutional commissions like the Election Commission, the Union Public Service Commission, the Finance Commission, and the National Commission for Scheduled Castes and Scheduled Tribes, the Commissioner for Linguistic Minorities.

b) Statutory - eg. Railway Board

statutory bodies like the University Grants Commission, the Central Board of Direct Taxes, the Central Board of Excise and Customs, National Commission for Minorities, the National Commission for Backward Classes, and the National Commission for Women.

c) Executive - eg. Planning Commission

created by an executive order or by a resolution of the Union Government and could be termed as attached boards or commissions placed directly under the control of relevant ministries. In this category we may place the National Commission for Safai Karamcharis, Central Social Welfare Board, Staff Selection Commission, the All India Handloom Board, etc.

write 2 or 3 lines on each...

Their advantages are :-

1) Check authoritarianism or concentration of powers

4 eg. Railway Board

2) Provide ~~the~~ expertise from diverse areas

eg. Planning Commission

3) Reconciling different interests

They also have certain issues like:-

a) Diffusion of responsibility & accountability

b) Delay in decision-making

4 eg. UPSC reforms etc.

In light of these features, they have been adopted for areas where the benefits far outweigh the concerns.

Eg. Election Commission, in spite of

delays, effectively checks authoritarianism
~~Differ~~

In India, Boards differ from
Commissions w.r.t. Chairman power
which are relatively more in
Commissions

The collective decision system
are thus here to stay in India
specially in light of its diversity &

The focus should be to introduce
suitable modifications to ensure
effectiveness in achieving objectives
doesn't suffer. via reforms like

- a) Ensuring standards & targets
met
- b) Diversity in composition maintained

2. (b) "In spite of the criticism on two-factor theory it is unquestionable that Herzberg's contribution to work motivation is substantial." Explain. 15

A. Herzberg's two factor theory was a new invention in motivation theory which introduced a new way of analysing motivation.

The concept of satisfiers and motivators allowed organisations to distinguish between work environment & work content.

Issues like lack of motivation of high paid employees in sectors like finance but higher motivation of people working in social ~~conditions~~ ^{sectors} in spite of adverse conditions were understood.

There was justifiable criticism.

- a) Its methodology of arriving at the factors was too narrow & less rigorous which allowed factors like money to be clubbed in satisfiers which is not always so.
- b) It didn't explain the relative ordering of satisfiers & motivators.
- c) It didn't account for effect of environment, cultural factors in this arrangement of factors.

The theory however provided a base & a new approach which was improved upon by expectancy theory etc.

Organisations started focussing on both job enrichment as well as congenial work environment.

Herzberg contributed significantly to improvement in work motivation through his novel explanation improving the work content & environment.

discuss few more criticisms like --1. Despite its wide acceptance, Herzberg's theory has its detractors. Some say its methodology does not address the notion that when things are going well people tend to look at the things they enjoy about their job. When things are going badly, however, they tend to blame external factors.

2. the theory assumes a strong correlation between job satisfaction and productivity. Herzberg's methodology did not address this relationship, therefore this assumption needs to be correct for his findings to have practical relevance.

Herzberg's contribution in bringing out significance of three areas to motivation viz. importance of job content, different factors influencing different people and job enrichment was path breaking.

Herzberg's work led to the development of the concept of 'Job Enrichment'. It is based on the premise that people develop lasting motivation only through their experience with the content of their jobs. Herzberg explained that the principle of vertical loading whereby tasks of greater interest and responsibility are assigned to employees can deliver more satisfaction.

2. (c) Operationalising PPP (Public Private Partnership) is hindered by numerous key issues areas in India. Explain. 15

A.

The PPP projects started with high optimism are facing protests, lack of completion today in India.

PPP essentially involves utilising private sector for public projects with government still being held responsible for final outcomes.

The key hindrances to their operationalisation in India are:-

- 1) PPP contracts
 Poorly designed contracts & their lack of enforcement.
 Eg. toll project on roads start toll collection even before completion.
 b) ~~many contracts~~ KQ basin, the penalties have not yet been slapped.
- 2) Governance Risks
 The government has not adequately addressed risks of governance, faster clearances.
- 3) Means-Goal displacement with PPP itself seen as solution. Thus adequate care hasn't been taken to introduce competition, set up defined standards etc. allowing private monopoly eg. private distribution of electricity.
- 4) Auditing: Public sector works under increased public scrutiny,

insufficient points...discuss few more hindrances..

whereas private sector is used to working outside it. Thus conflicts arise when scrutiny extended in form of CAG audits, social audits to private enterprises.

The challenges thus broadly stem from the secrecy, lack of sufficient preparedness on part of government & distrust created in public by visible failure.

5

PPP thus needs to be revitalised as public private people partnership (PPPP) & above issues addressed under a broad framework of objectivity, transparency & quality.

Few more points like...

1. Openness of bidding process should be ensured.
2. Need to evolve a political consensus on broad contours of PPP.
3. Adequate policy framework needs to be developed wrt the sensitive issue of land acquisition.
4. There is a need to develop standard & evolving models to work out arrangements, contracts & agreement that are enforceable, commercially viable & fair.

Measures to be adopted--

1. The govt needs to setup a database on PPP for effective knowledge sharing & dissemination of best practices both national as well as non national.
2. Public officials need to be trained in aspects such as project formulation, financing, risk assessment & allocation.
3. Environmental issues, performance assurance & satisfaction should be there.
4. Both the Govt & Private sector have had inadequate experience & exposure to such projects. There is a need to develop the requisite amount of enhanced technical, managerial, administrative and human skills for conceptualising preparing, overseeing & implementing such projects.

3. (a) "While concentrating on the processes and the role of decision-making, Simon relegates ecological factors to the background." Comment. 20

A

Environment shapes ~~the~~ ^{the} personality, thinking & attitude of human beings.

Simon considers decision making as the pivot for organisations ~~but~~ ^{least} ecological factors are missing from his treatment.

The process of decision-making involves intelligence, ~~choice~~ ^{design &} choice activities. The focus here is on adequate collection of relevant information & its processing.

While there is no explicit mention of ecological factors, ^{the design} ~~the design~~ activity in order to ~~to~~ increase prediction powers has to incorporate them to account for how people work.

like the exclusion of ecological factors such as political, economic and cultural factors.

However, ecological factors play an important role in our choices also above rational logic.

E.g. opposition ~~of~~ to cow slaughter in India in face of ^{huge} ~~best~~ employment potential.

This aspect is missing from his treatment of choice aspect.

The reason for low importance is because of the ~~pe~~ emphasis on rationality & positivism by Simon in decision-making.

He does not subscribe to a ~~prismatic~~ fused/prismatic society but a diffractioned one. Thus his treatment of decision-making becomes flawed in prismatic societies.

Similarly Simon ascribe most importance to decision-making than implementation. Here again the assumption lies on rationality of man & if decisions has been arrived then implementation wouldn't be much issue.

- The concerns arise because ~~the~~
- a) decisions are generally ~~not~~ less than satisficing and not consultative but enforced from top
 - b) Existence of multiple set of values in some society may make a rational decision, ~~it~~ appear irrational to someone else
eg. debate over rights based approach

good effort..

11

Simon thus understood the relevance of ecological factors but underestimated ~~its~~ its role & importance especially among other societies.

3. (b) There are a number of potential benefits of organizational performance management conducting formal performance appraisal (Pas). Discuss how PAs can benefit an organization's effectiveness. 15

A.

Organizational effectiveness requires that employees work at their highest productivity levels.

Performance Appraisal is an important tool to enhance employee productivity as

- It points out the areas of improvement ~~these~~
- The feedback process has been identified as important motivator for humans
- It serves as a source of ~~the~~ identifying adequate talent for promotion. It thus ensures best talent is retained

& provides incentives for high productivity

Benefits of PAs by organizational performance management ~~is~~ are--

a) The feedback is more constructive as the focus is ~~on~~ towards future

b) Organizational performance management conducts ~~on~~ periodic reviews of organization, thus

i) The employee weakness & strengths can be better identified in relation to company requirement

ii) The reviews are more periodic

iii) It can even provide a better assessment of employee future growth & areas where he can better grow in the organization.

Discuss few more points...

PAs provide room for discussion in the collaboration of these individual and organizational goals. Properly constructed and utilized PAs have the ability to lower distracting factors and encourage trust within the organization.

A performance appraisal conducted would be more holistic & comprehensive

The requirement here is that the organizational performance management team will need to coordinate

with & integrate the supervisors of employees in this process to benefit ~~from~~ from their insights as they have the most information regarding the employee.

3. (c) The Companies Bill, 2011, on its enactment, would allow the country to have a modern legislation for growth and regulation of corporate sector in India. Discuss the salient features of amendment in the Companies Act, 1956; approved by the Cabinet.

15

A The Companies Bill, 2011 represent the adaptation of legislation to changed environment.

The amendments in Companies Act, 1956 aims at removing the hindrances in growth while ensuring a sustainable system of Its salient features are :

1) Auditor Responsibility

Companies have been given instructions to change auditors after fixed periods

The audit committee led by independent director has been given

greater autonomy & responsibilities
~~The focus is on~~

2) Director

- ↳ At least 50% directors to be independent
- ↳ Increase in director responsibilities

The aim of above two is to increase supervision

3) Voting Rights

- ↳ Increase in voting rights of minority shareholders
- ↳ Greater disclosure requirements to shareholders

4) Dispute Resolution

NCLT & NCLAT to be established to resolve disputes & appeals in fixed time limits

5) Corporate Social Responsibility

Setting aside 2% of profit for companies with a) profit > 5 cr. or
b) ~~turnover~~ ^{revenue} > 50 cr. or c) turnover > 1000 cr.
for CSR activities

The amendments thus aim at reducing hurdles, increasing supervision & orienting organisation towards ~~regulatory~~ ^{regulatory} societal contribution & awarding it

Provisions relating to audit of Government Companies by Comptroller and Auditor General of India (C&AG) modified to enable C&AG to perform such audit more effectively. (Amendment in Clauses 143(5) and (6)).

Clause 186 amended to provide that the rate of interest on inter corporate loans will be the prevailing rate of interest on dated Government Securities. (Amendment in Clause 186).

Provisions relating to restrictions on non audit services modified to provide that such restrictions shall not apply to associate companies and further to provide for transitional period for complying with such provisions. (Amendment in Clause 144).

Provisions relating to separation of office of Chairman and Managing Director (MD) modified to allow, in certain cases, a class of companies having multiple business and separate divisional MDs to appoint same person as 'chairman as well as MD. (Amendment in Clause 203).

4. (a) A system of promotion is essential to help build morale and efficiency in public services. Unless the civil service has adequate promotional avenues, it will not be able to attract ambitious and talented young men and women towards it". In the light of this statement discuss the essentials of sound promotion system laid down by W.F. Willoughby. 30

A: Civil services is a career service requiring the candidates applying to have a long-term view. This sound system of promotion becomes a critical requirement.

Current promotion system in India is beset by several problems

- 1) There is a fixed scheme for promotion. Thus a barrier is placed at entry to highest level one can reach
eg. constable can't advance beyond inspector.

- 2) There are allegations of nepotism, corruption in promotion.
- 3) Politicians control over promotion has led to politicization of administration affecting its ability to uphold ethics of administration.

W.F. Willoughby proposed the principles for a sound system of promotion -

- 1) Merit as the basis for promotion
 - ↳ While sound in theory, it becomes difficult in practice as ~~some~~ objective systems to evaluate merit impossible & there will always be subjective considerations in it.
 - ↳ Still the focus should be on introducing as much objectivity for incorporating merit by evaluation against completion of targets etc.
- 2) Everyone should have opportunity to reach at the top
 - ↳ Organisations have a pyramidal system. This concept may lead to excessive focus on internal politics.
 - ↳ This can however be applied in modified form allowing for exceptional candidates from lower in hierarchy to rise quickly.

- 3) Promotion structure & process needs to be clearly defined & be known to all
- 4) Promotion should allow for greater responsibilities & greater incentives.
- 5) The process of promotion should be transparent & objective
 - ↳ This helps raise the confidence in the process & boosts morale
 - ↳ This is an issue in India, where reasons for rejection or promotion aren't given clearly
 - ↳ Can be an issue in certain cases like rejection of foreign origin citizens in events of tensions with the nation.
- 6) Performance appraisal for promotion should be comprehensive
- 7) Employees should be given regular feedback to point out areas of improvement to better their chances.

ARC-II also made recommendation on these lines

- 1) Specialisation be introduced at under-secretary level
- 2) Joint pool at higher level for senior administrative posts, allowing for outsiders & also selection on basis of merits
- 3) ACR reports on basis of pre defined targets & to be available to officers

Promotion system thus can act as important tool to boost confidence, retain competent personnel & continue attracting bright candidates for bureaucracy

4. (b) "Non-financial incentives are the psychic rewards or the rewards of enhanced position that can be secured in the work organization." (Dubin). Discuss.

20

~~Recognition~~

A.

Human beings are motivated not just by monetary but non-monetary incentives as well be it Mother Teresa or Bill Gates social work

Organisations realised the importance of non-financial incentives in light of Elton Mayo's Hawthorne Experiments, followed by Maslow's needs hierarchy & Herzberg's two factor theory.

Taking into account Maslow & Herzberg theories, organisations are thus structured to allow for non-monetary incentives, specially as one goes higher up in the hierarchy.

These include

- a) Recognition due to the title of post. eg. CEO's
- b) Enhanced power & authority with commensurate responsibility
- c) Diverse content of job with delegation of routine tasks down in the hierarchy.

non-financial motivations are-

1. Appraisal, Praise & Prestige
2. Status & Pride
3. Competition
4. Delegation of authority
5. Participation
6. Job security
7. Job enlargement
8. Job rotation
9. Job loading
10. Job enrichment
11. Reinforcement
12. Quality of work life

Thus, the non-financial incentives are aimed to fulfill the psychological needs of individuals apart from the physiological needs fulfilled by the monetary incentives.

These needs arise due to human tendency to disassociate himself from crowd & earn a unique identity for himself.

Issues

- 1) These incentives are more prevalent at higher than lower levels.
- 2) These stop acting as adequate ~~satisfy~~ motivators as the peer group at higher levels possesses the same incentives thus diminishing the uniqueness.

It is in light of the above issues that Maslow identifies self actualization as the final need & Bhagwad Gita advocates for- work without expectation for rewards

conclusion may be more effective..

6 approach is right but answer needs content enrichment....

5. (a) The main test of any machinery of recruitment lies in its ability to recruit the right type of persons for the right jobs." In the light of this statement discuss the various problems involved in the recruitment process. 20

A: Recruitment provides the human force to an organisation & becomes critical in an environment where ~~human~~ employees are emerging as the most critical resource.

good intro;

Recruitment's objective is ensuring right persons are selected for right jobs.

The various issues in this are:

1) Job requirements

Often not all jobs can give an objective requirement of the type of person requirement. >>>suggestions must follow your arguments..

Eg. IAS → only vague qualities like honest, efficient, ethical etc. are not adequate.

2) Objectivity in recruitment methods

The methods of recruitment have issues like

a) Test → Can't test for all skills like honesty, personality
→ depends on the day also

b) Interview → Personal bias creeps in.

3) Peter Principle

Every person rises to his level of

incompetence because past performance is no ~~guarantee~~ ^{guarantee} of performance in future job where requirements may be different

4) Attracting Candidates

Ability to make job attractive requires various perks like high salaries, good promotion & specially good work of month. These are difficult to maintain eg. scam tainted companies

5) Time Constraints

Recruitment process has to be completed in short duration with limited resources. This limits the ability to comprehensively evaluate candidates.

Recruitment is thus a complex issue and companies invest in HR managers to design an effective process. Steps taken to address these issues are:

- 1) Recruitment campaigns in top colleges
- 2) Standardised tests prepared by companies specialising in these fields.
- 3) More emphasis of catching talent early & in-house grooming.

The issues with recruitment can never be solved completely but can be significantly reduced by

necessary research & efforts.

good effort..

8

5. (b) Discuss the view of David Easton and Chester Bernard on application of System approach of organization to analyze political and Administrative system.

15

A System approach allows for analysis of systems as whole in broader context of their environment

Systems theory portrays public policy as an output of the political system. It is a useful aid in understanding the policy-making process. Systems approach helps us to conceptualise the linkages between the environment, the political system and public policy.

David Easton & Chester Bernard supported the use of system approach. Easton applied it on the political system whereas Bernard did so on the administrative system.

very good..

They were able to generate useful insights into the inner workings of the system by better appreciation of connection between

the subparts. The connections also emergent between the political & administrative systems allowing them to disregard the political-administration dichotomy.

In their view, the approach helped in forming a macro picture of the systems and better analyse trends at overall level. Useful insights are gained as newer relationships emerge.

The issue however came because the analysis becomes unmanageable due to sheer enormity of information & ~~analy~~ relationship associated with each subpart.

answer does not fulfills the requirement of question well...

4 They thus advocated for a more pragmatic approach to address these issues. Contingency theory emerged as one of the solutions later to address the manageability issue of systems approach.

-David Easton in his analysis of political system argued that the political system is that part of the society engaged in the "authoritative allocation of values. The value shield by the policy makers are fundamentally assumed to be crucial in understanding the policy alternatives that are made. Both internal and external environment have an influence on the policy making process is influenced by the values and ideologies held by the decision makers in the system. The demands and supports that the political system receives from the environment in the form of inputs go through a conversion process within the system and take the form of outputs.

chester Bernard--

Barnard regards an organisation as a system that is subordinate to the longer system – society. He emphasises " At root, the cause of the instability and limited duration of formal organisations lie in the forces outside. These forces both furnish the materials which are used by organisations and limit their action ". He viewed organisation as a social system. For him all organisations with the exception of the State and the Church are partial systems since they are dependent upon more comprehensive systems.

5. (c) The effect of one variable on another is much influenced & shaped by some third variable or other variables (Contingency theory). Commend and also discuss the core issues in structural or organizational contingency theory. 15

A.

Organizations work in complex environments where relationships often involve several variables in multiple connection.

Contingency theory recognizes the importance of situation in explaining any variable eg. motivation. *very good..*

Eg. Motivation is dependent on achievement of desired objectives. However these objectives depends on 2 other relationships.

- a) whether efforts will translate to results.
- b) whether results will lead to desired objectives (VIE theory)

Thus the relationship between motivation & rewards are influenced by variables of instrumentation & expectancy (effort-performance-reward)

Same structure is not effective all the time. As the contingencies change thus even the structures should change

The core issues in structural organisational theory are :-

a) Adaptability

Whether the structure are adaptable to the various situations in which they have to perform.

b) Flexibility

Whether the structures have the required flexibility to incorporate various contrasting requirements.

c) Feedback mechanism

Whether the mechanism accurately captures the lessons learnt & changing aspects of environment

d) Human Aspect (Informal Organisation)

The scope present for development of informal organisations &

ensuring human being needs
of social interaction, self-esteem
are being met.

Contingency theory thus provides
a pragmatic approach which
takes into account environment
but ensures that it remains
in manageable limits, ~~for~~

