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SPACE FOR TEACHER'S REMARKS

1. Understanding of questions:

Good

2. Structure of answer:

Good

3. Content of answer:

Some cases
→ improve

4. Presentation:

Good

5. Any other remarks:

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Section-A

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1. Answer all the following questions in about 150 words each.

10 X 5 = 50

- a) Chris Argyris' sensitive training (or T-group) promotes psychological ownership of problems and solutions by organisational members.
Elucidate.

Ans:

Chris Argyris sensitive training was a training method to improve interpersonal relationship / communication in the organisation which is very vital for organisation's success.

T-group training would promote psychological ownership of problems and solutions as in such training people would understand one's weakness/ strength by more and more informal communications among the members of the group.

Such training would help in removing negative perceptions.

write
examples

6/2/20

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of workers towards the organisation, leadership or processes.

e.g. T-group training would help understanding organisational, or managers' limitations in terms of goal achievement, resource utilisation. Employees would better analyse the problems from organisation's perspective.

Thus it would help them better integrate (fusion process as said by Argyris) with the organisation. Employees would look at the organisation as their own organisation whose growth is vital for self and

Hence, they psychologically own the problems and solutions then blaming others.

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1.

b) Transformational leadership borders on "great man" theory-the belief that leaders are born, not made. In many ways, leadership theory is once again involved in seeking to find the basis of leadership in traits. Explain. 10

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Ans

• Great man theory or Trait theory said that leadership is inborn quality which can't be learnt at birth stage.

• Transformational leadership also has certain elements like Great man theory.

Transformational leadership says how leaders can transform employees towards a better value and belief system. Such leader would bring mutual trust and followers will be automatically accept the orders as they have complete trust on

transformational leaders. Katz & Kahn says that such leaders will bring "influential increment" which

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goes beyond normal transactional work.

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• But how transformational leadership qualities are acquired. Many link this to some in born qualities that comes with birth and can't be learnt at later stage. Hence, transformational leadership, which is recent leadership model is said to go back to trait theory.

• However, many would also say that transformational leadership qualities could be acquired even in the later stage through better socialisation, personality development process.

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1.

c) If there are critiques to Weberian bureaucracy who have written it off, there are also its defenders who justify the bureaucratic form of organisation. Elucidate. 10

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Ans:

• Critiques like Warren Bennis, Peter Blau are said to have written off Weberian Bureaucracy.

• Warren Bennis in his "End of Bureaucracy" says that mechanical models of Weberian bureaucracy is not suitable at present time. Hence, he says for a more fluid, organic flux type of administration.



Weberian



post-Weberian
(more fluid / flatter)

Critiques are writing off Weberian model due to more stability orientation than change orientation, rule orientation than goal orientation, secrecy, inward looking etc.

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However, defenders would say features of Weberian bureaucracy are inevitable. We can never have a fluid & flatter type of organisation. Weberian bureaucracy is best at giving rationality, stability & predictability.

e.g. NPM problems like co-ordination problem among many agencies: who would provide co-ordinating role? It has to be some Weberian model. Thus stability is also important along with change.

Ideally, what we need is a lean, thin, simplistic but expert, efficient bureaucracy for growth & development.

The
way
written

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1.

d) Structural contingency theory brought an end to the dominance of classical management theory and the search for the one best way to structure and manage organisation. Critically examine. 10

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Ans:

Structural Contingency theory would oppose the grand demand of classical theory of "one best way of structuring and managing."

~~not understood~~
Instead structural Contingency theory would give a more situational view. Theorist like Woodward showed how technology would have varied impact of organisation's structure & process.

Similarly, Burns & Stalker showed that mechanical model is suitable in a stable environment, but for a dynamic environment a more flexible model is needed.

3

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Thus, it negated the 'one best way' of doing work.

Similarly, strategic contingency theory showed how power, centrality and substitutability has impact on organisational survival.

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1.

e) What do you understand by human resource theory and how it differs from human relations theory? 10

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Ans:

Human resource theory projects human being as 'resource' than mere 'Cog in the wheel.' It gives centrality to human being in the organisation.

Human relation theory was proposed by Elton Mayo, Dickson, George Pennack through Hawthorne experiment.

Though both of them have similarity in approach but also varies in some aspects.

Human relation Theory

- Elton Mayo, George Pennack & Dickson

- Basic elements of human factors

Human Resource Theory

- Likert, Argyris, McGregor, Maslow

- Goes for in depth analysis

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- More on
socio-psychological
factors like
informal group,
supervision

- depth analysis
of management
behaviour,
co-ordination,
communication,
motivation,
etc.

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Good
messing

but
Content
not adequate

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3.

a) "Weber's distinction between politics and administration is similar to the one Woodrow Wilson made in 1887 except that Wilson was more optimistic than Weber about the willingness of bureaucrats to serve as guardians of the public interest." Critically comment. 20

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Ans:

Weber viewed administration from 'INSTRUMENTAL' perspective that is implementation of goals as decided by politicians. Similarly, Wilson also said that administration role is detailed and systematic execution of law which would be away from hurry and strife of politics. Hence, they can be said as SIMILAR on the view of politics-administration relationship.

However, Wilson can be said as more optimistic as he said Bureaucrats are to serve public interest. The overall goal of efficiency, economy, and effectiveness.

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has to be under broad dimension of public interest. Administrators are The face of government hence they should be moral, ethical, and imbued with public interest. Wilson also said success of government lies with the way administrative functions. Thus Wilson had more optimistic tone.

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• Weber on the other hand acknowledged the negative features of Bureaucracy

- More secrecy oriented
- Expertise leading to exceeding power from political executive
- Instrumental role turning to institutional role (Goal displacement)

Weber himself said that the rise and fall of Rome both due to Bureaucracy. When Bureaucracy curbs social liberty, controls the legitimate power holders (politicians), the fall of

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bureaucratic values would
start

However, it would be
wrong to say that Weber was
pessimistic about Bureaucracy.
Instead, he was the initial
one to give positive role
of Bureaucracy. Initially, in
France, the term Bureaucracy
is compared to some form of
business but Weber gave a
positive connotation. Weber
said that Bureaucracy will
give a more predictable, rational,
decisive, impersonal administrative
system. Bureaucracy that
works on merit, selflessness
would be more favorable to
the rising money economy,
Capitalism, protestant ethics,
rise of middle class, rise
of rational attitude.

But Weber also visualised
negative features of Bureaucracy
like alienation, goal displacement,
usurping power from politician.

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Hence he said for representative
Bureaucracy that the top
of Bureaucratic apparatus
controlled by effective, skilled
politicians.

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Thus, it can be
concluded that both
Wilson and Weber were
optimistic about bureaucracy
and apart from highlighting
positive features, they also
prescribed many ideas for
making Bureaucracy more
democratic, humanitarian like
representativeness, morality,
ethic etc.

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3.

b) If F W Taylor has credit to mechanise and standardise scientific management, MP Follett has credit for humanising (scientific management). Comment.

15

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Ans:

• F. W. Taylor gave scientific management approach that focussed on efficiency and productivity. For achieving efficiency and productivity he said for scientific work design, training of employees, mental revolution and equal sharing of work between manager & worker. The means to mechanise & standardise were

- Time & motion study
- Functional foremanship
- piece rate system
- Exception principle

These principle will lead to more efficiency & productivity

Observe → Discover → Standardise

His idea become revolutionary with implications reaching many countries and also can be seen in present context of PERT, CPM, QnA, Business process reengineering, ISO certification

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• However, his approach of mechanisation and standardisation is criticised for lacking humanistic view which was later pointed out by Follet.

• Follet is credited for humanising scientific management. She gave ideas of more empathy, care, better communication, co-ordination within the organisation. She talked about

- Power with than Power over
- Fact control than man control
- Situational leadership than

positional leadership

- depersonalisation of order

Follet assumed organisation as social system and in such system integration as best approach to

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Settle conflicts. This is
revolutionary concept which
got further boost for
researches like Argyris
fusion process, McGregor,
transactional influence,
Likert's supportive relationship.

However, it can't
be denied that some humanising
features were present in
Taylor's idea too like
- mental revolution, equal
sharing of work, right
man at right job, incentivisation.
But Follet's ideals can
be said as more grounded
on humanistic principle
thus ~~be~~ can be said that
Follet helped humanisation
of scientific management.

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3.

c) What is organisational humanism? Can it be considered as ultimate bureaucratic value? Substantiate. 15

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Ans:

Organisational humanism refers to incorporation of "HUMANE" elements in the organisation. It sees human being as important RESOURCE than mere cog in wheel. It says for more participative, democratic, information work environment. Leaders would have a positive perspective (Theory Y of McGregor) of workers, and would try to work together than work over". Organisational humanism would say for collective decision making (Liker's linking pin model), emphasis self-actualisation (Maslow's) of workers. Even motivational perspective would also have not only monetary

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but also social - psychological elements (Maslow, Herzberg)

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Thus organisation humanism is about giving "human being" as central position in organisation.

~~However~~ ^{these} These values are desired in a bureaucratic system, but can't be seen in reality. Bureaucratic values are more about rationality, predictability, hierarchical & impersonal decision making, top down communication. Bureaucratic values gives more ~~important~~ on "rules" than "human being". Bureaucratic values sees human being as impersonal objects.

Thus, we can aspire for inclusion of Democratic values as given

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of organisation Humanism
approaches like (human
relationship theory, NPA,
MPS, Black box manifesto)
in the Bureaucratic
value system. When
both Bureaucratic values
system and organisational
humanism concepts are
integrated, we can expect
a more moral, ethical,
Compassionate / bureaucracy

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4.

a) Discuss the reasons why Weberian analysis discourages policy makers and managers from considering administrative reforms that are thought to be inconsistent with his ideal-type bureaucracy.

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20

Ans:

Weberian analysis views the ideas of "ideal-type bureaucracy" as positive, progressive and as inevitable in ~~com~~, hence discourages policy makers and managers to take administrative reform that goes against it. The positive progressive views on ideal-type of bureaucracy can be looked at following ways -

① What alternative do we have apart from bureaucracy? Weber compared bureaucracy with traditional authority (led by followers, household staff) and charismatic authority (led by devotees, followers). Household staff, followers would be nowhere compared to Weberian bureaucracy.

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② The emergence of capitalism, money economy would always need a rational bureaucracy that would give stability in the system. If administrative reform take away these positive features like predictability, decisiveness, impartiality, then there would be chaos.

e.g. ~~failure~~ failure of NPM such as increasing crony capitalism, problems in PPP would inevitably point us to look for ~~some~~ need of ideal models of Weberian bureaucracy.

③ Some administrative reforms, ~~is~~ suggested by Warren Bennis, Peter Blau, to make administration as fluid and flatter is not feasible in practice.

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life. There would be always need of a proper structure, process while executing any policy functions.

e.g. why making any policy, the institutional structure, process etc) aspects also become prominent.

Thus,

thoughts behind ideal type bureaucracy such as rationality, predictability, rule of law, decisiveness would always remain

important. Administrative reforms should not take away the positive features of it. As we are focusing

more on growth, development, change, but at the same time stability is

also important which is provided by bureaucracy.

Also in today's governance

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process, there is a need
of a central agency which
would act as co-ordinating
role in networked environment.
Hence, at best administrative
reform can try to
remove the negative
elements of ideal-type
~~bureaucracy~~ by focusing
on more simplicity of
rules, regulations, making
lean and thin but expert
~~bureaucracy~~ as said in
Bureaucracy-lite concept.

Write
Application

Reason

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4.

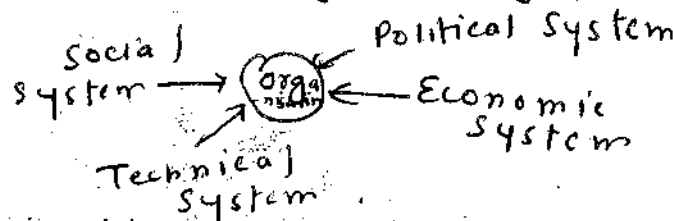
b) If open system theory has failed thus far to produce a general system model capable of predicting and controlling organisational behaviour, it nonetheless provides public managers with an implicit theory of organisational effectiveness. Elaborate. 15

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Ans:

Open system model failed to provide concrete, systematic ideas for predicting organisation behavior, but it provided many vital ideas for organizational effectiveness.

Open system model sees organisation as a part of a bigger system.



An organisation gets inputs from the environment, processes it in the organisation and provides back output back to environment.

The success & failure of organisation depends on

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organisation's adaptability
with the environment
Many open system ~~theorist~~
like models like contingency
theory, strategic contingency
theory, population ecology
model etc came up.

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• However, they failed
to provide a concrete general
system model to predict
organisation behavior.
It was very broad,
it did not give emphasis
on micro aspects like
communication, coordination,
authority, decision making,
which are very vital
for predicting organisation
behavior. Another criticism
is the unavailability of any
'theory' ~~for~~ in open system
model which would cause
effect relationship in the
organisation.

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However, open system model gave many ideas of organisational effectiveness such as —

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1) Open system would say that efficiency or effectiveness should not be looked from 'goal achievement' perspective, rather from "system's health" perspective to "Adaptability" too.

2) Open system model showed how linkage with other system is very vital for survival of system.

e.g. Planning Commission got redundant due to non-adaptation with environment.

3) Contingency & strategic contingency theory would point out how some critical factors like power, centrality, substitutionability decide organisational effectiveness.

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4.

c) "While Economic man maximises, select the best alternatives from among all those available to him - his cousin, whom we shall call administrative man, satisfices - looks for a course of action that is satisfactory or good enough" (Simon). Comment. 15

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Ans:

Concept of Economic man was given by classical theorist. Economic men are complete rational man. They would always seek full satisfaction of desire while taking any decision. e.g. In decision making they would consider all the facts, informations and consequences of all the alternative and finally would take a decision that "BEST". They also looked economic men motivated by only money, no other aspects.

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• This 'economic man' concept was rejected by Simon who gave concept of 'administrative man'.

An administrative man is practical in approach.

He would know that he has many limitations such as

- Internal
 - Cognitive factors (Intelligence, Values etc)
 - Satisficing tendency of human being
- External
 - Time
 - Finance
 - Organisation
 - Environment

Hence, an administrative man would look towards 'satisficing' decisions that best option among the available options. He would not consider all the facts & informations, would not analyse all the alternatives, rather he would go selectively which

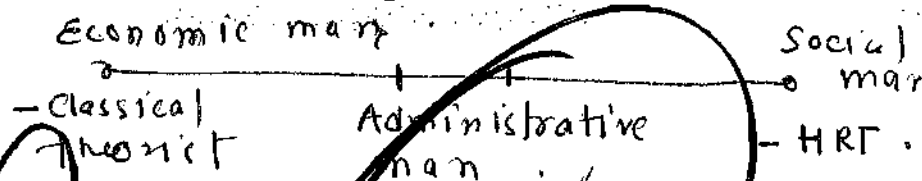
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are good enough.

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However, Simon's administrative man is more closed to Economic man, if we compare with social man' as proposed by Human relation approach.



And to active more educational perspective, Simon said for use of tools & techniques (Computer, MIS, AI) by The "Administrative man" else there would be more status-quoism.

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Section-B

5. Answer all the three of the following in not more than 150 words each.

10 X 5 = 50

- a) The purpose of Dwight Waldo critique to classical approach like Simon was not to disparage the study of public administration but to place it on firmer foundations. Analyse. 10

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Ans

Dwight Waldo criticised Simon for his behavioral approach (more factual elements)

Waldo on the other hand tried to place public administration in a larger and firmer foundations as

Waldo said about value elements in the administration as administration being part of society, can't ignore value aspects.

Waldo said for integrating ethical elements as only machine like factual analysis would make honesty, integrity, compassion, empathy,

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public spiritedness to the
back ground

Waldro
- Waldo said to look
efficiency from social
equity angle as that
is the ultimate goal
of administration than
only cost-benefit as
suggested by Simon

- Waldo said for
bringing politics and
administration closer as
both has to work together
for better serving of
public interest

- Waldo said for
methodological pluralism.
i.e. looking from multiple
perspective than only
rational perspective

Thus integrating
these ideas would put
administration in
more firmer grounds

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5.

b) Although postmodernism offers alternative perspective, it also poses challenges for organization theory in public administration. 10

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Ans:

• Modernism represents grand ideas & theories. Modernist would say bureaucracy, hierarchy, democracy, liberalisation as best modern features and to be adopted by all.

• But post-modernist would negate this "absoluteness" concept. Instead, they would say for diversity, bringing local perspective, considering alternative views. Post-modernism would say democracy may be one among the best, why not even consider other forms. Similarly, to consider other than weberian models.

• However, post-modernism puts challenge to organisation theory building as it would make the discipline

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more fluid. Already, there is huge conflicting ideas/ views present regarding approaches, theories on public administration. Post-modernism would further dilute the theory building process and thus establishing an independent identity of public administration.

7
But post-modernism also help bringing different perspective to public administration such as feminism, environmentalism, local perspective which would enrich the discipline further.

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5.

c) Discuss how organisational practices during Fordism or Industrialism differ from Post-Fordism and Post-Industrialism in public administration? 10

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Ans:

• Fordism and Industrialism followed classical organisational practices as proposed by Taylor, Fayol, Gullick & Urwick.

Post-fordism & post-industrialism differs from earlier in following ways

- More manufacturing dependent to service dependent

- More machine focused to "intelligence" focussed.
- Human being become central.

- 'motivation' / leadership has to be modified according to new needs

- More autonomy to workers, self-esteem

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6.

a) Rensis Likert's principle of supportive relationships is based on the belief that the attitude of workers are likely to be more positive and their level of performance higher, if their workplace experiences are perceived as 'ego-building' rather than 'ego-deflating'. Analyse. 20

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Ans

• Likert was a participative management thinker who gave 4 different management models along with important concepts like "supportive relationship", "interactive system", "linking pin influence model".

• His principles looked human being as central of organisation and organisational managers should look for protecting "egos" of employees (Hence ego-building than ego deflating).

• The supportive relationship says that managers should look into the beliefs, views, interest of employees.

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and adjust management principles according to them. If employees beliefs, views are respected they would be more dedicated to the work. Hence, 'egos' should be taken care of.

• This 'ego' building can be done through "interactive-influence system," which says that better interactive, co-operative, supportive environment will help influencing workers in a positive ways and thus help better integrate with the organisational goals.

• Individuals skills, ideas also part of individuals 'ego' which has to be respected. And this is

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done through like it's
'linking-pin model' which
says that all individuals
would be participant of
a collective decision making.
Their ideas, skills would
be more respected as
they would be simultaneously
both leader and a worker

Thus organisational managers
authority system, communication
system, leadership skills
have to be modified accordingly
with the belief, value system
of employees. Likert
in this respect says about
'adaptive flexible' leadership.

However, Likert's
'ego-protecting' ideal are
criticised by many thinkers.
Instead, they say that
organisations look at
'ego-deflating'. It is virtually
not possible to adjust

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each and every employee's values, beliefs with the system. This would undermine the "goal achievement" of organisation which is very vital for survival of organisation. Managers need to have independence regarding goal decision & execution. It can't be left to the mercy of workers.

Here, the best way would be 'optimum' model as said by McGregor that is integration of Theory X and Theory Y. Both task orientation & people orientation has to be integrated. Certain egos needs to be protected but certain egos needs to be deflated at the same time.

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6.

b) The expectancy theory offers better understanding of relationship between performance and satisfaction than content theories. Critically comment. 15

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Ans:

• Vroom's expectancy theory gives a better understanding of relationship between performance and satisfaction than content theorist like Maslow and Herzberg.

• Content theorist like Maslow and Herzberg mainly focuses on job content. But process theory like expectancy theory goes much beyond that as it considers individuals values, expectations, processes of organisation etc.

• Maslow says a unitary dimension of motivation from physical needs to self-actualisation needs. But expectancy theory

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Says that motivation depends on what individual values and his self-confidence about ~~about~~ abilities.

effort → performance → outcome → goals

(Expectancy theory)

E.g. Individual would analyse whether he respects the goal as important or not. Then he would analyse ~~the~~ his ability - whether his efforts would lead to performance or not; and whether performance would lead to outcome or not.

• Herzberg says that only intrinsic factors gives motivation. Not Expectancy says it may not be true.
e.g. Some employess

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may give more value on extrinsic factors like money, supervision, organisational reputation.

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Why these are more creze on government jobs in India where there is not much instant recognition (intrinsic factor of Herzberg). It is because ~~there is~~ 'stability' is given value / desired by many than more money or recognition in prt. sector.

Thus, Expectancy theory gives a more holistic view on understanding of performance and satisfaction of employees in organisation.

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6.

c) Weber's theory of ideal type bureaucracy will become more intelligible if it is placed in the backdrop of his theory of 'herrschaft'. Elaborate.

15

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Ans:

"Herrschaft by official" means "role of ideal bureaucracy". Weber's theory can be better understood if we consider the background of his theory of 'herrschaft'.

Weber's ~~idea~~ idea of ideal type bureaucracy should be analysed contextually. He was a German sociologist. At that time, Industrial revolution was taking place in Germany. Economy was growing.

However, Germany was facing political instability which goes against the industrial revolution of that time.

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• Hence, there was more need of stability, rationality, predictability for further growth of economy and society.

• In this context, Weber analysed best ideas from different administrative systems like German and French model of "herrschaft" and "ideal type of Bureaucracy".

• In his ideal type, he said about proper structure such as hierarchy, rule orientation, written communication and proper behaviour like rationality, merit based impersonality.

These features would help emerging trends of that time such as protestant ethics.

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Capitalism, rule of law,
rise of middle class,
money economy etc.
Thus The 'herrschaft' or
'rule by official' would
give better stability in
the environment of
political instability in
Germany.

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