

## Public Administration

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### EXERCISE [PAGE 63]

#### Exercise | Q 1. (A) 1. | Page 63

**Choose the correct alternative and complete the following statement.**

The backbone of any administrative system is \_\_\_\_\_.

1. material resource
2. human resource
3. natural resource
4. geographic resource

**Solution:** The backbone of any administrative system is human resource.

#### Exercise | Q 1. (A) 2. | Page 63

**Choose the correct alternative and complete the following statement.**

Gulick and \_\_\_\_\_ put forth the acronym POSDCORB.

1. Woodrow Wilson
2. Herbert Simon
3. Urwick
4. Dwight Waldo

**Solution:** Gulick and Urwick put forth the acronym POSDCORB.

#### Exercise | Q 1. (B) | Page 63

**Identify the incorrect pair in every set, correct it and rewrite.**

1. Kautilya - Arthashastra
2. Aristotle - The Politics
3. Machiavelli - Republic

**Solution:** Machiavelli - The Prince or Plato - Republic

#### Exercise | Q 1. (C) 1. | Page 63

**State the appropriate concept for the given statement.**

The systematic management of governmental affairs in 18th century Germany and Austria -

**Solution:** The systematic management of governmental affairs in 18th century Germany and Austria - **Cameralism**

**Exercise | Q 1. (C) 2. | Page 63**

**State the appropriate concept for the given statement.**

Efforts of companies to integrate social and environmental concerns -

**Solution:** Efforts of companies to integrate social and environmental concerns

**- Corporate Social Responsibility**

**Exercise | Q 2.1 | Page 63**

**State whether the following statement is true or false with reasons.**

The first step in administration is staffing.

1. True
2. False

**Solution: This statement is False.**

**Reason:** According to Gullick and Urwick, public administration should focus on aspects related to the executive branch of government. It is explained by the acronym POSDCORB. Thus, the first step in administration is Planning, followed by Organisation and then Staffing.

**Exercise | Q 2.2 | Page 63**

**State whether the following statement is true or false with reasons.**

Public Administration as an academic discipline was born in India.

1. True
2. False

**Solution: This statement is False.**

**Reason:** Public Administration as an academic discipline originated in the USA and Woodrow Wilson was the first person to emphasize the need to study it. However, Kautilya's 'Arthashastra' was a text on administration and political economy in ancient India.

**Exercise | Q 3.1 | Page 63**

**Explain the co-relation between the following.**

Private administration and Public administration.

**Solution:** Private administration is concerned with achieving the goals of private business organisations. The similarities between private and public administration are that both aim to serve the people, have similar types of hierarchy and management systems, and rely on common skills, techniques, and procedures.

The differences between private and public administration relate to aspects like scope, motive, responsibility, weakness, and financial control. Private administration is business-like with a narrower scope, wealth creation as the motive, responsibility to the owners, less chances of red-tapism, and internal financial control. Public administration is bureaucratic with a very wide scope and motive as public service, the responsibility to the ministers, intrinsic weakness of red-tapism, and external financial controls.

### Exercise | Q 3.2 | Page 63

**Explain the co-relation between the following.**

Rural administration and Urban administration.

**Solution:** At the local level, the administration is either urban or rural. Urban administration includes political and administrative dimensions. For cities, there are Municipal Corporations (with a population of 3 lakhs and more) headed by the Mayor, Municipal Councils (Nagar Palikas), City Councils (Nagar Panchayats), and Cantonment Boards. There is also a Municipal Commissioner who performs administrative functions and a Collector who looks after revenue, law, and order, land records, etc.

Rural administration includes three tiers i.e., Zilla Parishad, Panchayat Samiti, and Gram Panchayat. Developmental administration includes Chief Executive Officer, Block Development Officer, and Gram Sevak. There is also the Collector and Tehsildar.

### Exercise | Q 4.1 | Page 63

**Explain the functioning of the administration.**

**Solution:**

The Administrative System	
National (Central Government)	
↓	
State (State Government)	
↓	
Local Government	
Urban	Rural
↓	↓
Municipal Corporations/ Municipal Councils/ Cantonment Boards	District: Zilla Parishad
	↓
	Block : Panchayat Samiti
	↓

	Village : Gram Panchayat
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1. At the national level, the work of the Central Government is conducted by various ministries (departments). For example, there are ministries of Agriculture, Health, Home, Defence, etc. Each ministry (or department) is headed by a Minister. Below the Minister is the bureaucracy or the administrative machinery. Besides the ministries, there are such institutions as the Election Commission, Union Public Service Commission. NITI Aayog, etc. These also require administrators or bureaucracy.
2. At the State level also, there are various ministries and commissions that do the work of the government. The ministries of the State are also headed by a Minister and staffed by the bureaucracy.
3. At the local level, the administration is of two types: urban and rural administration. At the district level, the highest administrative officer is the collector. In large cities, the Municipal Commissioner is in charge of the Municipality or Municipal Corporation. In rural areas, at the level of the Tehsil, the Tehsildar looks after the administration.
4. There is a close link between the political leadership and the administrative machinery. At the national, state levels and local levels, the political leaders are closely linked to the administrative machinery.
5. The recruitment for all administrative posts at all levels is done through competitive examinations conducted by the government. At the central government level, the UPSC and Staff Selection Commission are the bodies that conduct these examinations.

### Exercise | Q 4.2 | Page 63

Explain the steps in public policy making.

**Solution:** Public Policy refers to the new approach to understanding aspects of government activities for public welfare that is beyond simple administrative activities for e.g., Ayushman Bharat which aims to provide universal access to good quality health care in India. Public policy can be understood in three steps.

1. **Policy Choice:** Elected representatives, bureaucrats and others decide the on which concerns of citizens to deal with, various options available about how to deal with it and the formulation of a programme is then decided for e.g., anti-malaria programme (it's objectives and implementation).
2. **Policy Output:** Actual implementation of the policy takes place and policy output is determined.
3. **Policy Impact (evaluation stage):** This involves an assessment of the objectives to determine policy impact and any improvements if required.

### Exercise | Q 5 | Page 63

**Answer the following in detail with reference to the given points.**

Define public administration and explain its scope with reference to the following points.

- a. narrow perspective
- b. wider perspective

**Solution:** Public Administration is a sub-discipline of Political Science. It focuses on 'government in action' i.e., implementation of government decisions, policies and programmes in fields of social security and welfare, law and order, transport and communication, health and sanitation, etc.

The executive branch of government consists of the Political Executive (council of ministers) and Permanent/Non-political Executive or Bureaucracy. Public Administration as a subject studies the activity and process of the government.

According to Waldo, 'Public Administration is the art and science of management as applied to the affairs of the state'.

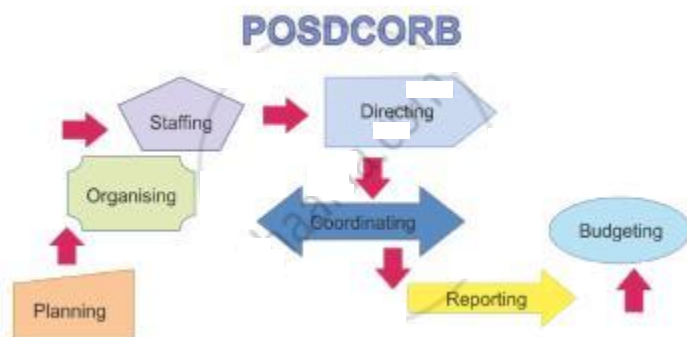
Public Administration broadly includes the following -

- Activities of all three branches of government, especially that of the executive branch.
- Non-political public bureaucracy operating in a political system.
- Management of public affairs and policy execution.
- Concerned with public welfare and hence provides service and regulatory functions to the people to attain a good life.

Scope of public Administration.

Public Administration can be studied as two categories.

**(i) Narrow perspective** - It focuses on aspects related only with the executive branch of government. Gullick and Urwick sum this view in the acronym POSDCORB to denote Planning, Organisation, Staffing, Directing, Coordinating, Reporting, Budgeting.



- a. **Planning** - working out in broad outline/blueprint of what is to be done and methods to be adopted for it. e.g., NITI Aayog has adopted the approach of grassroots - national level.
- b. **Organisation** - establishing the formal structure of authority through which work is delegated, defined, and coordinated e.g. All India services.
- c. **Staffing** - recruitment, training, and working conditions of personal e.g., in India this is through UPSC.

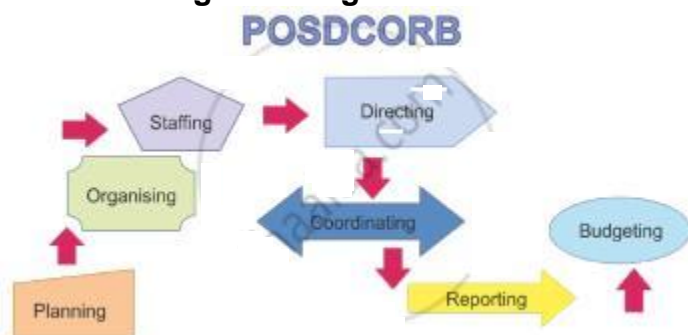
- d. **Directing** - making decisions and issuing instructions and orders as the administration is a continuous activity.
- e. **Coordinating** - interrelating the work of various sections and parts of the organisation to eliminate overlapping of work or conflict over responsibility
- f. **Reporting** - reporting to superiors/higher authorities any information about on-going/completed tasks. This ensures responsibility and accountability.
- g. **Budgeting** - refers to fiscal planning, control, and accounting.

**(ii) Wider perspective** - This differs from the narrow, managerial view of public administration. It includes activities of all three branches of the government, their interrelationships, Specialized government functions such as defence, finance, health care, etc. as well as collaborations with private groups e.g., NGO's in providing services to the community. This view is concerned with techniques of administration (POSDCORB) as well as with substantive matters of administration.

According to Woodrow Wilson, 'Administration is the most obvious part of the government- it is a government in action, the most visible, operative side of the government.'

### Exercise | Q 6 | Page 63

Observe the given image and write in brief about it.



**Solution:** In a narrow sense, it focuses on those aspects of administration that are related to only the executive branch of the government. This view was given by Gullick and Urwick in their famous acronym POSDCORB.

**P - Planning:** The first step in administration is planning where a broad outline or a blueprint is prepared. This happens at all three levels: National, State, and Local, For instance, the NITI Aayog has adopted a bottom-up approach where planning begins at the grassroots level and then reaches the top.

**O - Organisation:** The planned objectives and goals are achieved by establishing the formal structure of authority through which the work is arranged, defined and coordinated. For example, All India Services, Central, State, and Local Services.

**S - Staffing:** Human resources are the backbone of any administrative system. The personnel who actively engage in the process of administration are to be recruited and trained. It is also important to maintain favorable working conditions for them. For example, recruitment through UPSC.

**D - Directing:** Administration is a continuous activity. Therefore making decisions and embodying them in specific and general orders and instructions is also necessary.

**CO - Co-ordination:** Administration is a complex and interrelated process hence different parts of an organisation such as branches, divisions, sections need to be co-ordinated. This helps in the elimination of overlapping work and prevents conflict.

**R - Reporting:** Information related to the on-going or completed task and its reporting to higher authorities is a key aspect of administration. This ensures accountability and responsibility within the administration.

**B - Budgeting:** Finance is a key aspect of any activity. Therefore accounting, fiscal planning, and its control are maintained through budgeting.