

CRASH COURSE
PUBLIC ADMINISTRATION




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CRASH COURSE- PART 1



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ADMIN THINKERS



ADMIN THEORIES

1 F.W. TAYLOR



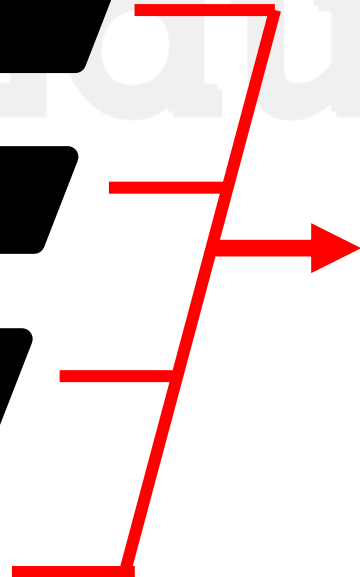
1 Scientific management

2 FAYOL

3 GULICK

4 URWICK

5 MOONEY AND REILEY



2 Classical Theory

Scientific Management

Also known as Taylorism. The term 'Scientific Management' was coined by Louis Brandies (1910). However, systematic explanation was given by F.W. Taylor. That's why he is known as father of scientific management.

Books of F.W. Taylor

- 1. A Piece Rate System (1895)**
- 2. Shop Management (1903)**
- 3. Art of Cutting Metals (1906)**
- 4. Principles of Scientific Management (1911)**

Basic Theme

Taylor asserted that management is true science as its laws, rules and principles can be applied in all types of organization. The same principles can be applied to management of our homes, farms, churches, NGOs, School, Universities and governmental departments.

Scientific Management

Four Principles of Management

- 1. Science-** Develop a science to find 'one best way' of doing task
- 2. Training-** Scientifically select and then train, teach and develop workmen
- 3. Cooperation-** Management should cooperate with workers
- 4. Division of Work-** Equal division of work and responsibility between management and workmen

Functional Foremanship

Taylor advocated that workers must be supervised by **eight** functional foreman (i.e. specialized supervisors). Of the eight supervisors **four** are responsible for **planning** and sit in planning room and **other four** are responsible for **execution** and serve on the floor shop.

Scientific Management

Taylor's Followers

1. **H.L. Gantt**- Emphasized on 'Habits of Industry'. He said that organization develops certain habitual ways of doing things. Hence, the management should set up good habits in the initial stages. He develops 'Gant Chart'.
2. **Gilberths**- Invented 'flow process chart' to eliminate unnecessary steps in an operation. Later, develops 'therbligs'(unit of works)
3. **H. Emerson**- He propagates '12 principles of efficiency'
4. **M.L. Cooke** – suggested worker participation to find one best way whereas Taylor viewed only experts in job analysis (and not the workers).

Taylor said scientific management involves complete '**Mental Revolution**'. Means both workers and managers realize that their mutual interest is not contradictory and both can prosper only through cooperation

CLASSICAL THEORY

Henry Fayol

He is regarded as father of classical theory. He did not make any distinction between public and private administration.

Books of Fayol

1. General Principles of Administration (1908)
2. General and Industrial management (1916)
3. The Administrative Theory of the State (1923)

Six Qualities of Administrators

1. Physical
2. Mental
3. Moral
4. General Education
5. Special Knowledge
6. Experience

Activities of Industrial Undertaking

1. **F**inancial
2. **A**ccounting
3. **T**echnical
4. **C**ommercial
5. **M**anagerial
6. **S**ecurity

FAT-CMS

Elements of Administrations (Five)

1. **P**lanning
2. **O**rganising
3. **C**ommanding
4. **C**oordinating
5. **C**ontrolling

POCCC

CLASSICAL THEORY

Henry Fayol's Fourteen Principles of Administration

- 1. Division of Work (Specialisation)**
- 2. Authority and Responsibility**
- 3. Discipline**
- 4. Unity of Command (One supervisor)**
- 5. Unit of Direction**
- 6. Subordination of Individual Interest to general interest**
- 7. Remuneration**
- 8. Centralisation**
- 9. Scalar Chain (line of authority i.e. top to bottom)**
- 10. Order**
- 11. Equity**
- 12. Stability of Tenure of Personnel**
- 13. Initiative**
- 14. Esprit de corps (union among personnel)**

CLASSICAL THEORY

Gulick

Classical theory reached to its peak in **1937** when '**Papers on the Science of Administration**' by Gulick and Urwick was published. Gulick and Urwick further elaborated the idea of Henry Fayol. They tried to develop neutral principles, based on which the structure of organization can be designed.

Gulick's 4P Formula

- P**- Purpose (Function)
- P**- Process (Skills)
- P**- Persons (Clientele)
- P**- Place (area)

Gulick's Seven Elements (Functions)

- | | |
|-----------|--------------|
| P | Planning |
| O | Organising |
| S | Staffing |
| D | Directing |
| Co | Coordinating |
| R | Reporting |
| B | Budgeting |

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CLASSICAL THEORY

Gulick's Ten Principles of Administration

1. Division of Work (Specialisation)
2. Bases of Departmental Organisations
3. Coordination Through Hierarchy
4. Deliberate Coordination (by ideas)
5. Coordination through committees
6. Decentralisation
7. Unity of Command
8. Staff and Line
9. Delegation
10. Span of Control

Urwick's Eight Principles of Administration

1. Principle of Specialisation
2. Principle of Objective
3. Principle of Responsibility
4. Scalar Principle
5. Principle of Span of Control (Five to Six Supervisor)
6. Principle of Coordination
7. Principle of Correspondence
8. Principle of Definition

Later in **1943**, Urwick Published his most famous book '**The Elements of Administration**'. In this book he developed another set of **Twenty Nine Principles** (29).

CLASSICAL THEORY

Mooney and Reiley

Mooney and Reiley were the first in USA to formulate the classical theory in **1931** when their book '**Onward Industry**' was published. Later, in **1939**, they published the same book under a new title '**The Principles of Organisation**'.

Mooney and Reiley's Four principles of Organisation

1. Coordination
2. Scalar Process
3. Functional Differentiation (division of work or specialization)
4. Line and Staff

Criticism of classical theory

March and Simon has described classical theory as '**Machine model**' for ignoring the human dimension of organization. Simon has criticized it as '**proverbs, myths, slogans and pompous inanities**'.

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ADMIN THINKERS

1

M.P. Follet

2

C.I. Barnard

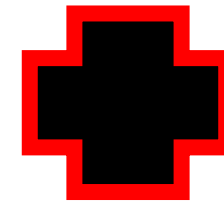
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Elton Mayo

ADMIN THEORIES

1

Classical Theory

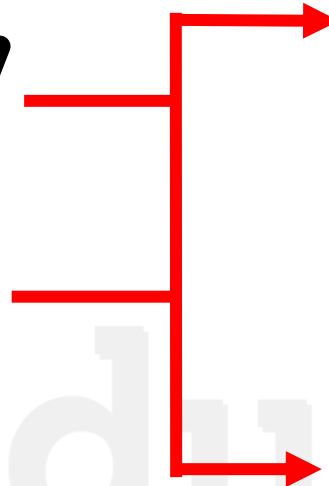


2

Behavioural Theory

3

Human Relations Theory



M.P. FOLLET

She highlighted for the first time, the sociological and psychological dimensions of administration and management. She brought out the human dimension of organization. Thus, she is regarded as a bridge between the classical approach and the behavioural-human relation approach.

Books of Follet

- 1. The speaker of the house of representative (1896)**
- 2. The New State (1920)**
- 3. Creative Experience (1924)**
- 4. Dynamic Administration (1941)**

Conflict and Integration

To Follet, conflicts in organisations are inevitable due to individual differences i.e. of opinions and interests. Conflict is not harmful but a normal process and should be handled in constructive way. She propounded the idea of 'constructive conflict' to solve conflicts.

M.P. FOLLET

Three ways of solving conflict

1. **Domination**- Victory of the one side over the other
2. **Compromise**- Both sides surrendering some part of what they want
3. **Integration**- Finding a new solution which satisfies the 'real needs' of both sides and neither side sacrifices anything.

Out of three, she considered **integration as the best** way of resolving conflict

New Concept of Power

Power is 'the ability to make things happen, to initiate change'. She distinguishes between '**power-over**' and '**power-with**'. Power-over means asserting oneself and forcing another to do one's will while power-with arises when two individuals or groups pool their power to arrive at a settlement satisfactory to both. She argued Power-with must replace power-over.

M.P. FOLLET

Leadership

Leader not only influences his/her group but is also influenced by it. She called this relationship as 'circular response' or 'circular leadership'.

Three types of leadership

1. **Leadership of Position**- the leader holds a position of formal authority
2. **Leadership of Personality**- the leader holds forceful personal qualities
3. **Leadership of Function**- the leader holds both position and personality

C.I. Barnard

He is regarded as spiritual father of the social system school. He further developed the idea of M.P. Follet. He is the first full-blown behaviourist. To him 'administration is a cooperative social action'.

Books of Barnard

1. The Functions of Executive (1938)
2. Organisation and management (1948)

Theory of Contribution-Satisfaction Equilibrium

According to Barnard, Survival of Organisation depends on the maintenance of an equilibrium between the contribution and the satisfactions of its participants. The contributions are provided by the participants to the organization, while satisfaction is provided by the organization to the participants.

Three Elements of Organisation

1. Communication
2. Willingness to work (to serve)
3. Common Purpose (objective)

Acceptance theory of Authority

It means superior can exercise authority only when it is accepted by subordinate. The acceptance of authority is facilitated by the **zone of difference**. So orders will be accepted by the subordinate so long as they fall within this zone.

Human Relations Theory

Also known as Neo-classical theory and socio-economic theory, came into existence in 1930s as a reaction to the classical theory. Classical theory neglected the role of human element in the organization and presented mechanistic view of the organization.

Elton Mayo

Known as father of human relations theory. He concentrated on the study of worker's behavior and the production capacity, taking into consideration physiological, physical, economic, social, and psychological aspects. He called this approach as 'clinical method**'.**

Elton Mayo's Books

- 1. The Human Problems of an Industrial Civilisation (1933)**
- 2. The Social Problems of an Industrial Civilisation (1945)**
- 3. The Political Problems of an Industrial Civilisation (1947)**

Human Relations Theory

Hawthorne Studies (1924-1932)

These studies were conducted in the Western Electric Company at Hawthorne (near Chicago-USA) by the Harvard Business School under the leadership of Elton Mayo. These studies were explained in the **Management and Workers** published in 1939 by Roethlisberger and Dickson.

Features/Elements of Human Relations Theory

- 1. Individual-** The theory recognizes the importance of emotions and perception of individuals. Thus level of worker's production and organizational output is determined by human relations at work rather than physical and economic conditions of work.
- 2. Informal Organisation-** grows out of mutual interactions of persons working together. This theory suggested some behaviour norms in organisation:
 - (i) One should not turn out too much work. If one does, one is a '**rate-buster**'
 - (ii) One should not turn out too little work. If one does, one is a '**chiseler**'.
 - (iii) One should not tell a supervisor anything that will react to detriment of an associate. If one does, one is a '**squealer**'
- 3. Participative management-** Participation of workers in decision making.

CRASH COURSE- PART 3




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ADMIN THINKERS

1 David Easton

2 Chris Argyris

3 McGregor

4 Rensis Likert

ADMIN THEORIES

1 Behavioural Theory

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Behavioural Theory

Also known as New Human Relations Theory. It is more scientific than Human Relations Theory. It is descriptive and analytical rather prescriptive.

David Easton

He has mentioned the following eight basic premises of behaviouralism (or intellectual foundation stones):-

- 1. Regularities**
- 2. Verification**
- 3. Techniques**
- 4. Quantification**
- 5. Values**
- 6. Systematisation**
- 7. Pure science**
- 8. Integration**

RVT-QVSP1

Chris Argyris

His book 'Personality and Organisation' (1957) deals with relationship of Individual and Organisation.

Immaturity and Maturity Theory

In this theory he believes that people in organization have a tendency to grow from an immature state to mature one.

Fusion Process Theory

Chris Argyris and E.W. Bakke developed this theory. According to this theory both the organization and individual seek to attain self-realization. The individual uses the organization to further his own goal. This is known as '**personalizing process**'. On the other hand when organization uses the individual to reach its own goal. This is known as '**socializing process**'. The simultaneous operations of these process is called '**fusion process**'.

McGregor

He propounded motivation theory popularly known as Theory X and Theory Y in his classical book 'The human side of enterprise (1960)'. His basic hypothesis was every managerial act rests on the theory.

Theory X

1. People hate work
2. People have to be forced to work
3. People prefer to be told what to do
4. People are selfish and have no interest in the organization
5. Represents classical theory of management

Theory Y

1. People like work
2. People drive themselves and work effectively
3. People will take the initiative given opportunity
4. People will commit themselves to objectives if it is beneficial to them
5. Represent behavioural theory of management

Rensis Likert

He was mainly concern with 'managerial efficiency' for achieving organizational goals

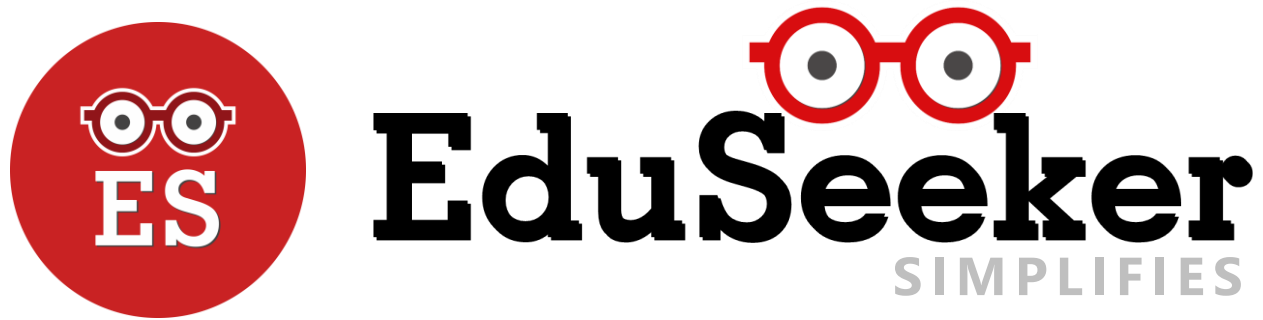
Major works

1. **New Patterns of Management (1961)**
2. **The Human Organisation (1967)**
3. **New ways of managing conflict (1976)**

Four Management Systems

1. **Exploitative-Authoritative**
2. **Benevolent Authoritative**
3. **Consultative**
4. **Participative Group (He preferred)**

CRASH COURSE- PART 4



Video Explanation: https://youtu.be/9keP_zyf3Xo

MODEL

1

Bounded Rationality Model

2

Incremental Model

3

Mixed Scanning Model

4

Optimal Model

ADMIN THEORY

1

Decision Making Theory

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Decision Making Theory

Decision making means choosing one alternative from among various alternatives. Herbert A. Simon is the foremost decision theorist. He defined decision making as 'the optimum rational choice between alternative course of action.'

Simon's Bounded Rationality Model

He observed that human behavior in an organizational setting is characterized by 'bounded rationality' (limited rationality) leading to 'satisficing decisions' (Satisfaction + Sufficing) as against 'maximizing decision'. He also distinguished various types of rationality.:

- 1. Objectively Rational:** If in fact it is the correct behavior for maximizing given values in a given situation
- 2. Subjectively Rational:** If it maximises attainment relative to the actual knowledge of the subject
- 3. Consciously Rational:** to the degree that adjustment of means to ends is a conscious process
- 4. Deliberately Rational:** to the degree that adjustment of means to ends has been deliberately brought about (by the individual or org)
- 5. Organisationally Rational:** If it is oriented to the organizational goals
- 6. Personally Rational:** If it is oriented to the individual's goals

Incremental Model

This model was propagated by Charles E. Lindblom in his article '**The Science of Muddling Though (1959)**'. It is diametrically opposite to Herbert Simon's rational model. Lindblom says that the actual decision making in administration is different from way it is described. Thus, he argues that what actually occurs in administrative decisions is 'incrementalism', that is, virtual continuation of the previous activities with few modifications. The incrementalism model is also known as '**branching technique**' or '**model of successive limited comparisons**' or '**step-by-step decision making**'.

Thus, Lindblom assumes that the past activities and experiences are used by the administrators to make future decisions.

Mixed-Scanning Model

This model was advanced by Amitai Etzioni in his article 'Mixed Scanning: A Third Approach to Decision- Making' (1967). He combines the elements of both model i.e. rational comprehensive model (rationalism) and incremental model (incrementalism).

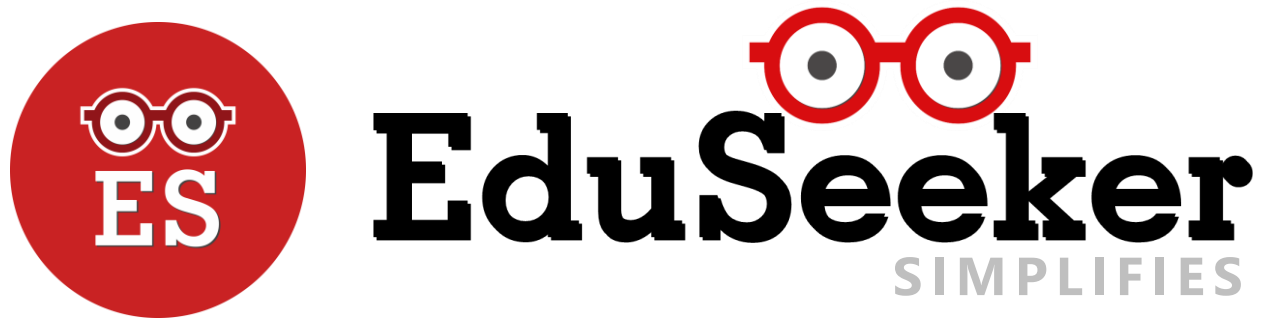
Etzioni broadly agrees with Lindblom's criticism of the rational model. However, he also says that incremental model is having two main drawbacks: 1. it discourages social innovation and is thus partisan approach, and 2. it cannot be applied to fundamental decisions.

Optimal Model

Yehezkei Dror in his book '**Public Policy-making Re-examined**' suggests an optimal approach to policy making (decision making) and policy analysis. He claims that his 'optimal model' is superior to all existing normative models of decision-making and is a combination of economically rational and extra-rational model.

Dror says that optimal model has **three** principal phases, that is, **metapolicy-making, policy making and post-policy making.**

CRASH COURSE- PART 5



Video Explanation: <https://youtu.be/Fw8H73M5GV8>

ADMIN THINKERS

1 Abraham Maslow

2 F. Herzberg

ADMIN THEORIES

1 Motivation Theory



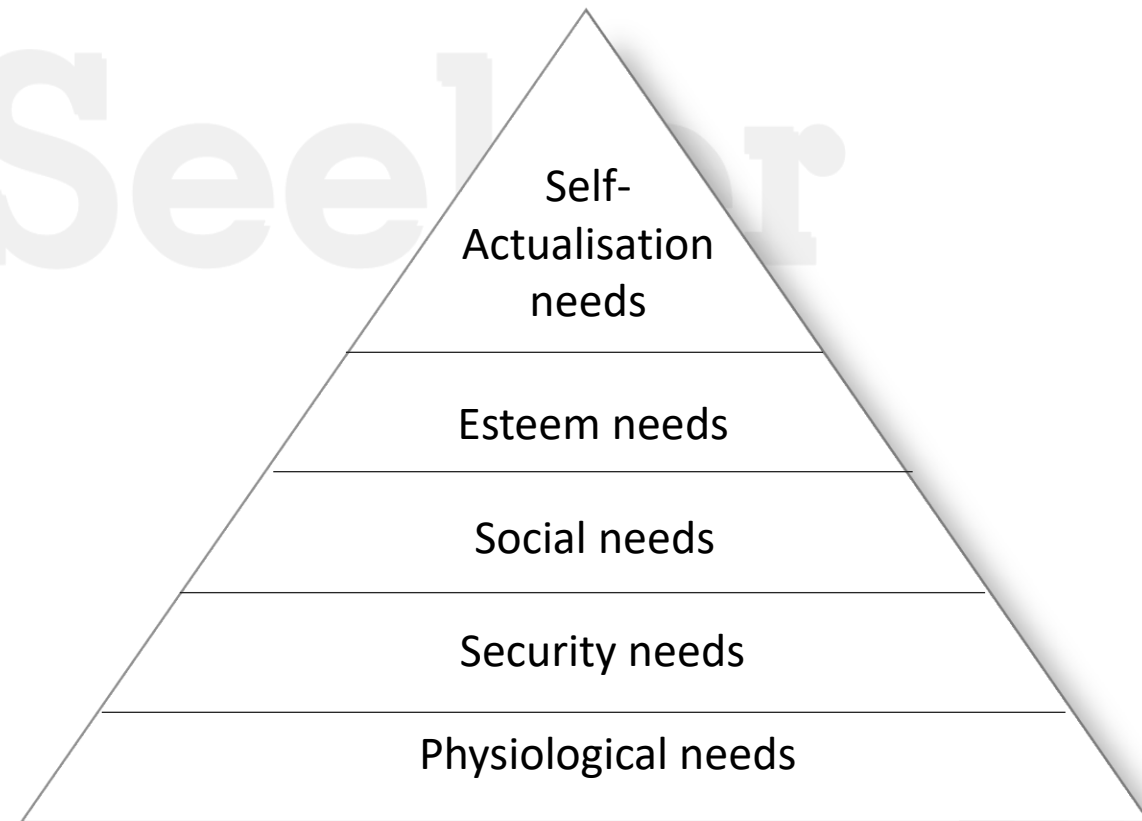
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Motivation Theory

The term motivation is derived from the Latin word '**movere**' meaning '**to move**'. In the organizational context motivation implies a basic psychological process. Thus, motivation is a process that start with a physiological or psychological deficiency or need that activates behavior that is aimed at goal.

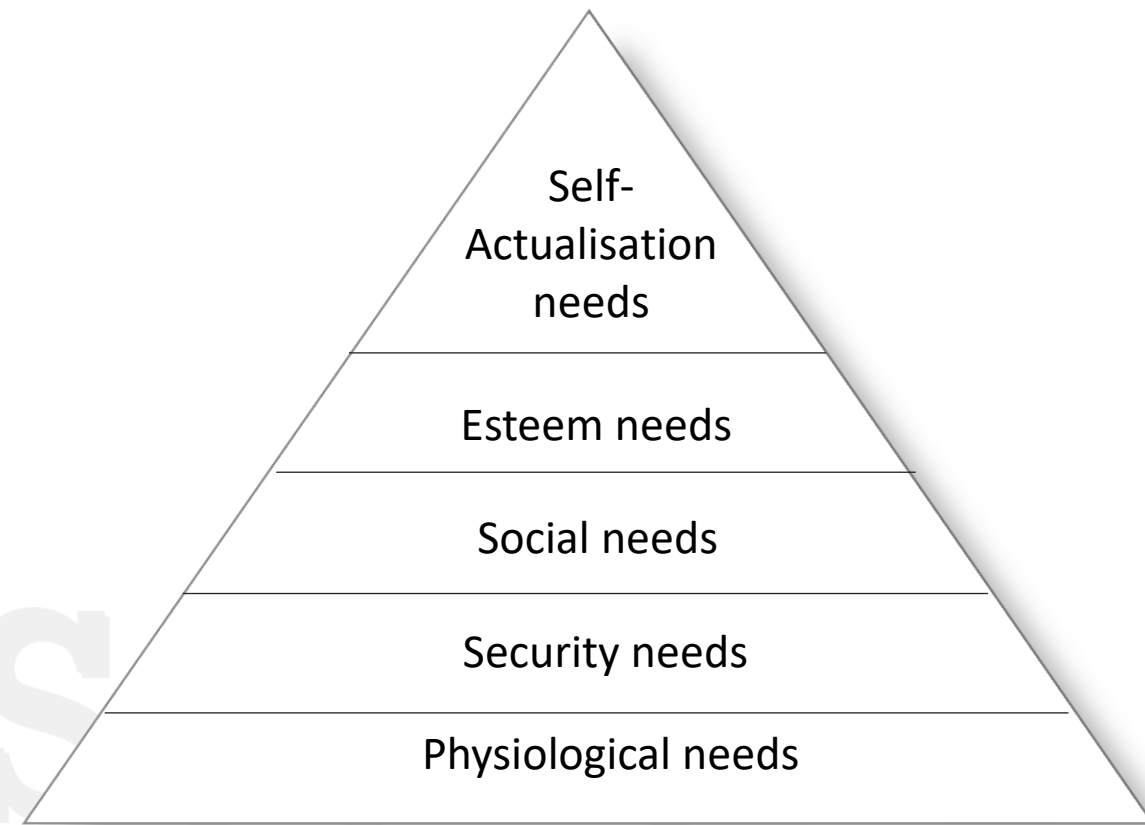
Maslow's Heirarchy of Needs

Abraham Maslow in his classic paper '**A theory of Human Motivation**' (1943) propounded the '**Need Hierarchy**' theory of human motivation. His popular book '**Motivation and Personality**' was published in 1954. He explains that human needs influence human behavior.



Hierarchy of Needs

- 1. Physiological needs (biological needs) like hunger, thirst, sex, sleep**
- 2. Security needs (safety needs) like protection against natural calamities, threat, danger.**
- 3. Social needs (love needs) like belongingness to groups, family, friendship.**
- 4. Esteem needs (ego needs) like in case of achievement needs- self-confidence, independence and recognition needs like status, importance, appreciation.**
- 5. Self-actualization needs like self-fulfillment, realization of one's potential, creativity. Term coined by Kurt Goldstein**



Two Factor Theory

Fredrick Herzberg's two factor theory of motivation is also known as motivation – hygiene theory or motivation- maintenance theory

Major works

- 1. The Motivation to Work (1959)**
- 2. Work and Nature of Man (1966)**
- 3. Managerial Choice: To be Efficient and To be Human (1976)**

What are two factors?

Herzberg interviewed two hundred engineers and accountants of Pittsburg Industry to find out the factors which are responsible for motivation. He asked them about events they had experienced at work which, either had resulted in a marked improvement in their job satisfaction, or had led to a marked reduction in job satisfaction. He called the former set of factors as 'motivators**' and latter as '**hygiene**' factors.**

Two Factor Theory

The motivators describe man's relationship with his job. They do not cause dissatisfaction with their absence while, their presence brings satisfaction. The hygiene factors describe man's relationship to the environment in which he does his job. They cause dissatisfaction with their absence while their presence do not bring satisfaction.

Hygiene Factors

Company policy and administration
Salary
Interpersonal relations (Supervisor)
Working relations
Relationship with peers
Personal Life
Relationship with subordinates
Status
Security (Job)

Motivators

Achievement
Recognition
Work itself
Responsibility
Advancement
Growth

THANK YOU



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