

Q2. Discuss the similarities and differences between the Weberian Bureaucratic model, Scientific Management and the 'principles' approach to studying public organizations. Describe the basis of each theory and its impact on the development of Public Administration. Also, explain why critics contend these theories not in tune with the "practice" of Pakistan's Public Administration.

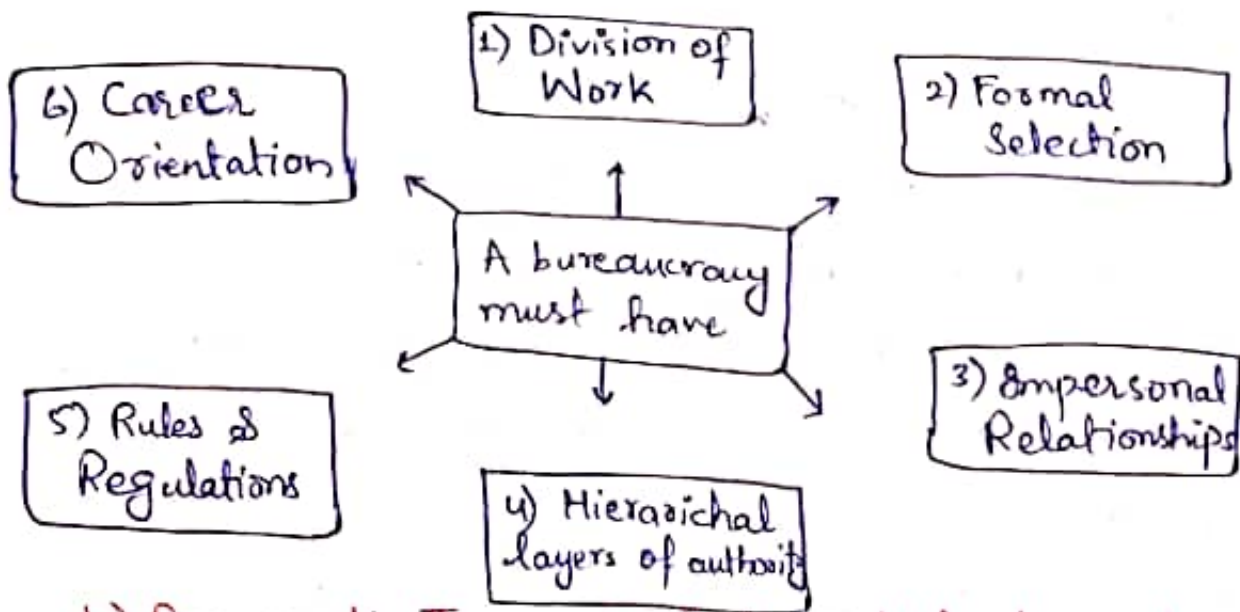
Analysis:

- 1) Basis of each theory and its impact on development of Public Ad
- 2) Similarities and diff. b/w 3 theories
- 3) Why Critics observe that these theories are not in tune with Pakistan's Public Ad.

1) Introduction

2) Weber Bureaucratic Model ; sorting a rigid and formal structure of Public Administration

a) Basis of Bureaucratic Theory



b) Bureaucratic Theory in Public Ad development

- 1) It was the 1st theory which gave a formal structure to Public Ad.
- 2) It emphasized division of labor, which could ease accountability of managers for their tasks.
- 3) It enhanced the importance of specialists in the working of Public Administration.
- 4) It gave Public Administrators an opportunity, to work keenly, without any fear of losing job through career orientation.

3) Scientific Management ; seperating the mental and manual work of Public Administrators

a) Basis of Scientific Management

- 1) Science - not rule of Thumb ; Developing a science for each element of work - ONE BEST WAY
- 2) Development of workers to their efficiency and Prosperity ; Scientifically select, train, teach and develop

- 3) Cooperation not individualism ; Cooperate with the workers and, supervise them and motivate them
- 4) Harmony not discord ; Divide the work and responsibility

b) Scientific Management theory in Public Ad development

- 1) It separated the working of manager from the working of labor . They think, utilize their knowledge and use Time and motion studies to get a clear picture of what and how to do a task, scientifically.
- 2) It emphasized on co-operation rather than impersonal behaviors, proposed by Weber -
- 3) It proposed a way for Public Administrators to increase the efficiency of the organizations and labors, by properly planning and correct decision-making -

4) Principles approach of Henry Fayol ; separating managerial and technical skills

a) Basis of Principles approach

1) Division of labor	8) Subordination of the individual interest
2) Authority & Responsibility	9) Order
3) Direction (Unity of)	10) Equity
4) Unity of Command	11) Initiative
5) Discipline	12) Scalar Chain
6) Remuneration	13) Centralization
7) Stability	14) Esprit de Corps

3) Remuneration, Initiative, Espirit-de-corps
↳ Source of motivation for workers (by Fayol)

4) Values are different for all:

Weber (efficiency, economic effectiveness)

Taylor (maximum productivity of labor and organization)

Fayol (Discipline and Equity)

6) Why Critics contend that these "three" theories are not in tune with Pakistan's Public Administration -

a) No political stability in Pakistan lead to differentiated roles of Public Administrators -

1) 1st era - 1947-1958 - Public Administrators in the role of Political leaders (eg, Ghulam Mohammad, etc.)

2) 2nd era - 1958-1969-1971 → During military regimes purges in bureaucracy and different commissions for reform purposes - and it continues till date.

b) No job security due to constant purges and intrusion in Pakistan's bureaucracy by military

1) 13 bureaucrats were forced out by Ayub Khan
272 army officers recruited in civil bureaucracy

2) 300 bureaucrats were banished by Yahya Khan

3) 1300 bureaucrats were removed from Bureaucracy by Zulfikar Ali Bhutto -

4) 20% quota for Military was introduced in Bureaucracy by Zia-ul-Haq,

c) Constant rules and regulations impact change management mindset of Public Administrators; change is need of Globalized World.

→ Excessive rules and regulations create a communication gap b/w large hierarchies and change can't be effectively managed.

As Osborne and Plastrick, said in article "Banishing Bureaucracy and Reorienting Government (1996):

'We have reached a point in history where stability is counter-productive. In today's fast changing, globally competitive information age, systems that can't change are doomed to failure. They are like the dinosaurs, which could not evolve fast enough to survive when their environment changed.'

d) Decision-making need to be decentralized and should be delegated to Front-End Bureaucracy; for routine tasks.

e) These theories miss the human component of organizations, no emphasis on informal groups

f) In today's Capitalist World, Public Service Motivation is highly needed, which is jeopardized by Classical theories of Public Ad.

g) These classical theories emphasize solely on higher level of bureaucracy; as Pakistan has 90% civil service at street level; reforms for them are needed.

h) Politicization of bureaucracy in Pakistan is anti-thesis of impersonal relationships in Bureaucratic Theory

i) With Changing and Evolving paradigms of Public Administration ; International Financial Institutions (IFIs) role in Public Ad reforms in Pakistan can't be denied.

1) Conclusion -