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Q: Discuss the features of the Scientific Management Theory, Theory of Bureaucracy, and New Public Management (NPM) Approach and their applicability in Public Administration.

Introduction:

The three approaches views as have been evolved through various perspectives and shows different era's of thoughts. The thinkers like Fredrick, Weber and Hersbell presented their approaches to achieve an efficiency that must be citizen-centered.

These theories played crucial role in the socio-development of their times but with little reforms it can be adaptable with high efficiency and responsiveness. SMT prefers the industrial growth by increasing work-efficiency. Bureaucratic Model suggest organization as hierarchical

and rules based. While NPM suggests work efficiency through innovation and appreciate to creativity. Despite having contradiction, their common goal is to achieve responsiveness and public welfare. It ensures equity, justice, order and equal opportunity for all. Infact, all are citizen-oriented and their views are impartial for public welfare.

Scientific Management Theory (SMT):

Definition:

Theory emphasizes the improved efficiency of industries through scientific measurements.

This emerged in early 20th century.

Principle:

It ensures that organizations are scientific where observations are applied and input is minimum.

This promotes rigid framework and strict labour supervision.

Theory proposed by Frederick T. Taylor.

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Major Features:

i) Scientific Management:

Performance is calculated using scientific measures and observations

ii) Strict supervision over labours.

iii) Remove wasteful elements.

iv) Focus on efficiency of specified task.

The group is specified with qualities to pursue project.

Applicability of SMT:

States apply it in budgeting, human resource management and source allocations. It ensures equity and justice with authoritative leadership.

2. Bureaucracy Theory:

Theory of Bureaucracy was given by "Max Weber", which is the most traditional form of government structure.

It ensures discipline, efficiency, and responsiveness through hierarchy

and rules. It assumes organizational structure must be hierarchical and top-down rulers can improve efficiency.

Applicability:

* This (T.B) has been applying in Pakistan since its creation. The bureaucracy is collaborating with democracy for collaboration and sustainable development of society.

* This applies in ministries, organizations and state level.

Significant Features:

- i) It is rigid and inflex.
- ii) Avoid reforms and innovation.
- iii) Rule-centered for efficiency.
- iv) Progress is based on output.
- v) Wages are linked to the performance of the project or program.

* This would be the most suitable theory if self-interest don't overcome in the decision-making.

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3. New Public Management (NPM):

It was emerged in 80s when there was era of rapid industrialization and governance structure was followed by privatization.

It aimed at the public institutions to be efficient by borrowing the techniques from private sector.

Significant Features:

- i) Appreciate innovation and creativity.
- ii) Participatory and inclusive to make policies.
- iii) Structure is based on human behaviour and appreciation on efficiency.
- iv) Labour is specified for a task.
- v) Recruitment should be on the basis of qualifications and skills.

Applicability:

This is applied in the initiatives like e-governance and chsas program

where rapid transfer of cash is being observed.

* Digitalization is being introduced like in NADRA.

Comparative Analysis:

- 1) SMT: relies on the scientific observations and calculations for efficiency, considers citizen as customer.
- 2) BT: relies on hierarchical structures and rules for output.
- 3) NPM: emphasizes on the innovation and creativity.

Commonality between Theories:

All three approaches are citizen-oriented from control over the creativity and autonomy over rule-based responsiveness. All are obliged to social welfare and service delivery.

Conclusion:

All approaches have been applying for efficiency improvement

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and make smooth service delivery in the form of health, education and other life activities. to pursue. It can be improved if adaptability, flexibility encompasses all needs.

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Q: What is Public Policy and how does the policy formulation process unfold in a democratic system? In what ways does public administration influence policy implementation and how does this impact social development? Also evaluate the importance of governance in modern public administration, highlighting key challenges it faces.

Introduction:

Public policy is deliberate course of action for the accessibility of people to the necessities of life. The government chooses what to do or not to do for the pursuance of goals. Policy formulation involves bureaucracies, ministries and people participation to address the presence of all adverse voices. The media discussions make it more flowless and define. After

to the implementing bodies. Better policy implementation shows strong interdepartmental cooperation, and vice versa. Public administration is the executive hand of state that brings words into concrete actions. Its influence in the public policy is remarkable. The policies are targeted to the citizens that cover their issues to be resolved. Better issues resolution shows better governance. Modern governance demands the adaptability, innovation and for the pursuance of this governance has been facing numerous challenges in the form of corruption, tapism, nepotism and lack of resources. The reforms in this field can make it meaningful and advanced.

Definition of Public Policy:

Public policy is a course of deliberate actions that government chooses or rejects itself for the

resolution of issues of civilians.

2. Nature of Public Policy:

Nature of Public Policy is "dynamic".

As per World Bank (1992):

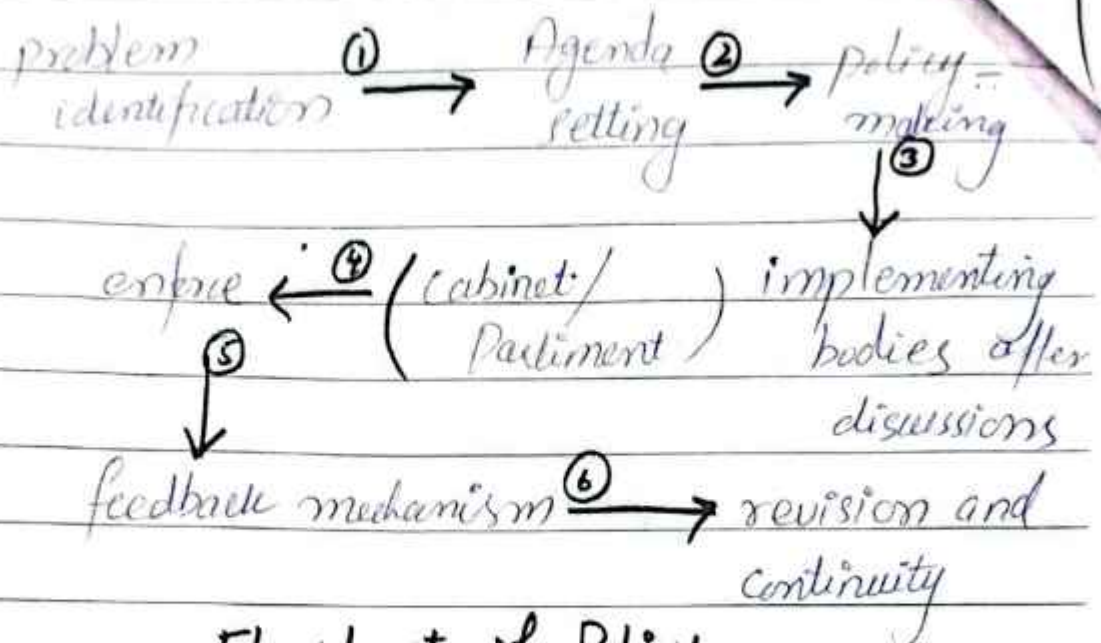
"Public policy is the manner in which state opt to do an action for its state well-being."

Policy Formulation:

Policy formulation involves the bureaucracies, ministers, people to engage, to address the adverse voices. The additional discussions of media and politicians, make it more defined to be applied.

Flowchart of Policy Formulation:

Policy formulation is done through following mechanism:



Flowchart of Policy formation.

Implementation Procedure:

After the policy is formed it is passed to implementing bodies to enforce. The more the efficient is public policy enforced, the better is the interdepartmental coordination, that leads to express better governance.

Influence of Public Administration in policy implementation:

The public administration is an executive hand of government. Without its influence, the

bureaucracies would not cooperate with democracies to make an efficient hybrid system of government. It maintains rule of law, discipline and order in the society that is a source of an effective governance.

Impact of Public Administration on Socio-political development:

The bureaucracy and democracy collaborate to perform work together. Their main goal is to achieve progress by making citizen-oriented policies. This intensifies the progress and development of society both morally and ethically.

Challenges to Governance:

- i) Corruption reduces public trust.
- ii) Resistance to reforms by officers or institutions.
- iii) Lack of capacity building
- iv) Scarcity of resources

imbalanced source distribution.

- v) Red-tapism and extra political influence also hinders the effective performance of state.

Conclusion:

Public is to be governed through policies either better or worse but not through dictatorship or ruleship that suppresses the innovative or creational ability of people. It must be in cooperation with the democratic leadership to stop nuisance and start working together for discipline, prosperity and betterment of people.

Q. Bureaucracy and Democracy are antithetical. Bureaucracy is hierarchical, elitist, specialized, and informed while democracy is communal, pluralist, generalized, and ill informed." Discuss this statement keeping in view the quantum of expectations in Pakistan and the reality of the civic culture.

Introduction:

Bureaucracy and Democracy are two contrasting terms, but function in a hybrid government of a state. Democracy demands accountability, freedom and public choice, while bureaucracy requires neutrality and impartiality in decision making. Their contrasting views have negative impact on governance. Democracy pushes the bureaucracy down to let them compromise autonomy. On the other hand incremental enhancement in

efficiency is possible through free in decisions making and implementation.

But tensions arise when they overcome each other's functions and duties. Conflict led to corruption, weak accountability and transparency. This declines the citizen trust and cause a negative impact on governance.

1. Difference Between Democracy and Bureaucracy :

Democracy promotes freedom, transparency and accountability. While bureaucracy demands impartiality and neutrality for decision making.

2. Conflict between Bureaucracy and democracy:

Conflict arise when politicians put pressure on the bureaucrats for being answerable to their decisions. While bureaucrats wants to be free from political interference for effective implementation. This leads to corruption and favouritism that hinders effective enforcement

fragmentary.

3. Difference between political control and rule-based working:

Bureaucracy follows rule-based working that is firmly based on discipline and order. But when political interference occurs, it disrupts the balance by giving impunity to people. This also causes reduction in responsiveness towards the citizen's needs. Therefore, democratic and bureaucratic departments demand impartiality towards rigid and inflexible governance system.

4. Civic Culture of Pakistan:

i- Cooperation between institutions:

In today's governance system, Pakistan institutions have been working in modern, cooperative and public participatory system. Where innovation, creativity is being appreciated.

rather rigid governance system.

For example:

Through programs like e-governance and 'Ehsas' program, institutions are prioritizing public welfare over self-interest and their pursuance.

The implementation mechanism is even stronger than traditional enforcement system.

In the beginning, Pakistan was also working on rules-based, compliance and hierarchical bureaucratic system, where resistance to the reforms and technology were observed.

But, from now it has realized to compete with the international digital market to build capacity for efficient and better output.

Recommendations:

Despite working in collaborative environment with hybrid working systems, Pakistan still need reforms to assure the performance-based outcome in "Administration."

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- ① Strengthen Accountability Mechanism to all the institutions.
- ② Improve public service delivery.
- ③ Make more inclusive and participatory government including relevant people to address the issues efficiently.

Conclusion:

Bureaucracy and Democracy are the most crucial factors in the better governance. Through democracy people shows their opinion, freedom and enhance transparency mechanism through feedback. On the other hand, bureaucracy deals with efficiency of institutions through better decision making with equity and justice.

However, decline in cooperation between these two is concerning for the government and people. In modern as developed countries have been following a hybrid and decentralized

administrative system, where their collaborative measures hastened the progress of region. Ultimately, for impactful progress cooperation is demanded none of them can be autonomous, as both are citizen-centered and serving for people's interest not for self-interest.

Q-2

Define Normative and Empirical approaches of the Public Administration and their implications to Pakistan's administrative system.

Introduction:

Normative or classical approach in public administration commenced from British Colonial system. Where hierarchical, rules-based frameworks were introduced.

It gave the structure of institution, their working and efficient discipline but its rigid and firm ^{rules} avoid public participation that cause fragility in its implementation, but to some extent. On the other hand,

"Modern Approach" is "social", where people's participation, innovation and digital skills are appreciable. Both systems had strengths and weaknesses in their framework. But its implication on Pakistan's administration

are immeasurable. Normative approach brought rigidity in system, that resisted innovation. The lack of capacity building and gap between citizen and officer enhanced that lead to trust deficit.

While Empirical approach is not less than normative. It caused extra-interference in the official matters that led to misleadings. It gave autonomy to the local body but failed in capacity. Favouritism commenced that brought weaken accountability mechanisms. Infact, both approaches brought negative impact over governance with their pros.

1- Normative Approaches:

* History:

This commenced from end of 19th century and early of 20th century.

Normative or classical approaches were based on strict mechanisms of hierarchy, rules-based compliance and strict accountability mechanisms.

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It was inflexible that promoted order and discipline. Ignoring human behaviour and collaboration. This approach had not been interfered by politics or any other institution.

Strengths of Normative Approach:

- 1) Credibility: People were credible but state-oriented.
- 2) Improved Structure: The rules were strict for everyone.
- 3) Responsiveness: It was sharpened as in the feedback mechanism was stronger.
- 4) Enhanced efficiency and output.

Weaknesses of Normative Approach:

- 1) Rigid and Inflexible, that promotes resistance to reforms.
- 2) Hindrance in the implementation of new policy that ignores the marginalized groups.
- 3) Over-reliance on authority rather

inclusive policy making.

* The normative approach was given by Max Weber, Herbert A. Toulmin that promoted this rigid framework with inequality and injustice.

2. Modern or Empirical approach:

This approach started after World War II when people's participation, collaboration was enforced. It led to the social form of government that demands flexibility in behaviour and rules to overcome the authoritarian leadership. This was supported by introducing new ideas like:

- i) New Public System (NPS)
- ii) New Public Management (NPM)

Strengths of Empirical Approach:

- * Appreciated the innovation.
- * Brought reforms in the form of digitalization and e-governance.
- * Made citizen-centered policies.
- * Enhanced efficiency through

Collaborative efforts.

Weaknesses of Empirical Approach:

- i) Extra-interference in state matter regarding to policy formulation and implementation.
- ii) Ignored the institutional rule-based framework.
- iii) It lead to favouritism that was grassroot of corruption.
- iv) Flexibility in check and balance by giving impunity to people.

Relevance to the Government of Pakistan:

In relevance to Pakistan's administration, Health and education departments have been suffering more from these flexible policies and manners. Poor service delivery is one of the

major implications of poor check and balance that disrupted the balance between institutions.

Importance of Both Approaches:

With the implications over the institutions and working bodies, they have brought framework and a practical draft of bureaucratic structure that was helpful in the implementation and adaptation of new policies and mechanism from control to cooperation, rule to autonomy and hard to flexibility in rule and workings.

Conclusion:

Both approaches i.e modern and classical have bring an adaptable framework for government to work with changing conditions. The old was crucial as it gave practical form of government working and new with reforms adaptation to pursue goals for

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efficiency and outcome.

Public Administration

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Discuss how lack of data and research culture impacts policy formulation and implementation in Pakistan. Suggest practical reforms.

Introduction:

Policy formulation and implementation creates a cycle that ultimately ends at the deliberate serving of citizens. This policy formulation in Pakistan is affected by corruption, lack of training potential and poor governance, accountability and coordination among powers. These lacks lead to lack of trust of citizens who are not participating in policy-making. Bureaucratic red-tape cause slow procedures of policy implementation. Therefore, effective measures are required to make the strong accountability, and build the trust of citizens. In addition, make transparent procedures, to restore the strength among powers. In fact, all these efforts will make a prosper and fair democratic system if implemented.

Policy Formulation and Implementation

Policy formulation means the steps initiatives a government takes to make a strong democratic governance. While, implementation means how that actions reach to the citizens effectively.

Policy formulation in Pakistan:

In Pakistan policy formulation is suffering from political instability, economic constraints, Bureaucratic red-tapes and unfair accountability mechanisms. In addition, lack of citizens add more in the fragility of governance. Therefore, a strong and determined framework is required to strengthen the administration and restore power by coordination between provincial and federal governments.

Challenges to Policy Formulation in Pakistan:

i) Political instability by disruptions in Regime Change:

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Political instability occurs with frequent regime change. This leads to disharmony among institutions to continue the policies. For instance, as regime changes, the new government implant new policies rather to continue previous one. This leads to wastage of resources and time.

ii) **Beauraucratic Red-Tapes:**

Beauraucratic red-tapes further delays the process of policy implementation. In Pakistan, Parliment gives a framework, Beauraucy implements and evaluation process, keeps a check and balance on the transparency of system. But, if a policy forms takes extensive procedures to fulfil by beaurocratic departments to give an acceptance.

iii) **Lack of Coordination among Powers:**

The federal and Provincial powers lack in coordination that leads to mistrust in the directions.

and implementations given by the institutions.

Reforms in Policy formulation and Implementation:

i) Build Trust of Citizens:

By allowing the citizens to participate in policy making and reduction in involvement of third parties can lead to rebuild the trust of local people. As it will make easier to enforce the laws with the compliance of state.

ii) Strengthen Transparency Mechanism by reducing Corruption:

The Bureaucracy is intervened by the corruption in the mechanism of enforcement. This must be strictly check to avoid the further wastage of resources and time in this regard.

iii) Lessen political Intervention:

The mechanism is also intervened by the politicians for their self-interest. As administrative department keeps on working even governments change, but politicians involve with their concerns from time-to-time as it is public centered. Even they both serve for citizens but politics grabs the autonomy of department by disruptions.

iv) Decline the Influence of International Bodies in Policy Making:

The transnational bodies like IMF, and World Bank, provide loans and services to the developing states, but their policies bound the decision-makers to compromise their policy making autonomy. They can't take measures in their purview. Therefore, this needs to lessen the reliance and build our own strong economic policies to make sustainable governance structure.

Impacts from Reforms in Policy-Making:

i) Coherence builds an Independent Economy:

The coordination among institutions will have lesser influence of politicians over the progress. This resultantly cause the independent working of departments and influx of revenue.

ii) Restoration of coordination among Powers:

The federal and provincial powers will contribute effectively in front of strong accountability mechanisms to make themselves accountable in front of institutions and judicial system.

iii) Enhancement in Efficiency:

The institutions and their efficiency will build, causing an increase in confidence in better policy making. This also adds to the economy and better

working of institutions.

in Stability in Politics and Reduction in Corruption:

The political stability is one of the most crucial factor in the stabilized economy and autonomy of a state. The more is the stability, more efficient is the department that maintains a balance between working and effectiveness.

Table:

Policy formulation and Implementation

Challenges	Reforms	Impacts
* Prioritize self-interest.	Make neutralize the bodies of state.	Strengthen the efficiency of institutions.
* Red-tapes in bureaucracy	make procedures interference-free.	Speed up the acceptance process and quick the implementation.

✦ Corruption in the enforcement bodies.

Strengthen the accountability mechanisms

Builds the trust of citizens to show compliance with state.

✦ Lack of coordination among powers.

Unstability in decisive measures need to be removed.

Joint working of institutions like environmental department cooperate with urban management and so on.

Conclusion:

There are several reasons that hinders the implementation and policy making of state, but lack of reliance of political leaders over the institutions in their working is due to weak governance. This needed to be reformed in the form of guidance and learning of the people and ~~more~~ responsible about their actions by acknowledging them. This will add the

is the

stability of a state to become an
economically strong country.

"Good governance in Pakistan remains elusive due to weak democratic institutions and an over-powerful bureaucracy." Do you agree? Justify your stance with examples.

Introduction:

Good governance is the backbone of sustainable economic development of a state. Bureaucracy plays crucial role in this regard. Through bureaucracy modern policies are transmitted to the citizens. They serve as citizen-oriented, but due to some malpractices our bureaucratic system is facing some challenges. However, it needed to reform for good governance and well-being of people. There are many challenges some of them are most important like political interference, corruption, civil military relations, and lack of training for modern

governance tools. These reduce the gap between citizens and officials that leads to distrust. In addition to that colonial mindset of bureaucrats to rule rather than serve is serious harm for citizens. Therefore, they refuse to reform in the system to maintain status quo. There are the problems that must be replaced with merit-based promotion, reduction in political interference, and award maximum autonomy to bureaucracy, so that they could transmit power to local bodies to restore civilians trust. State also need to acknowledge and train with modern equipments to inform the servants with global governance systems. Ultimately, adding effective role in the development and cohesion of state's working and efficiency.

Bureaucracy:

"A hierarchical system where power transfers from top to bottom, citizen-centered to serve

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their interests called Bureaucracy."

Yes. Governance system of Pakistan has been facing some challenges that caused slow delivery services. Following are the challenges:

Challenges to Bureaucracy:

1) Political Interference:

Political interference in system reduces the bureaucratic neutrality.. It leads to mismanagement and uplift of public trust over the institutions.

2) Red - Tapes in Service Delivery:

Red - tapes cause unnecessary clearances in the process that declines the trust of people for investment and innovation. The late in the service delivery cause frustration for people and missed an opportunity.

3) Weak Accountable Mechanism:

The absence of oversight head also cause weak transparency mechanism that leads to loss of public trust and citizen alienation.

4) Corruption reduces Trust:

Corruption within the system of bureaucracy effect efficiency and autonomy of an organization. It uplifts the citizen trust and confuses relation between service delivery and self-interest.

5) Resistance to Reforms and Maintains Status Quo:

To serve for their interests, some bureaucratic leaders resist to reforms to maintain status quo.

This cause effect to younger to repress their abilities to foster innovation. Where suggestions are not ~~ex~~ accepted.

6) Lack of Capacity and Training:

The institutions Lack in

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IT, analytics and communications to pursue new projects that hinders the project continuity. The inconsistency also leads to poor governance structure.

۱) Acknowledgement of e-governance:

The absence or lack of training for modern governance tools also cause decline of citizen-trust. At international or global level, bureaucrats are unaware of modern tools to build analytical skills for problem solving.

۲) Overreach of Military or Other Institutions:

People often get favouritism from the institutions to get their work.

Many people prefer to get illegal or breach the legitimacy for their personal interest that grabs rights of others who are eligible for the post.

Reforms in Bureaucracy:

1) Merit-Based Recruitment:

Merit based promotions, and selection cause increase in the efficiency of system. It makes people trustable for the work to join project and make participatory government.

2) Introduce e-governance:

E-governance will improve the global level competition. The removal of red-tapes through faster implementation on public request will put the laziness aside and favour innovation.

3) Avoid Overreach of Institutions:

The extension of irrelevant bodies for the pursuance of self-interest must be cut. This will add in the confidence and autonomy of system to take strong decisive measures and become liable for their practicality.

4) Strengthen Transparency Mechanisms:

By converting the system

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to online, rapid ^④ check and balance on every move of system, will make system more clearer and strong. This ultimately cause rapid feedback mechanism to improve and work faster.

5) Reduction in Arbitrary Promotions:

The unnecessary and illegal promotions of an officer adds in less continuity in long-term projects, that cause inefficiency of system and policies. The suggestions must be added to policy and people should engage in the project to build their trust.

6) Encouragement without political Effect:

Every person should be respected and encouraged on the behalf of their performance and will to do in service delivery of citizens. This not be done or punished by political

effect. It must be stayed neutral to avoid favouritism.

7) Neglect the Colonial Mindset:

Some officers or bureaucrats feel themselves as rulers over public servants. They start giving order to people rather listen and solve their issues. As people do use harsh tone of voice and avoid people to participate in democratic system. This lessen the trust of people and cause trust deficit.

Conclusion:

In the democratic system of Pakistan where institutions must enjoy "autonomous bodies" who serve for the people rather to be king of them. They prefer to serve for their interest and take often such measures that can cause abandonment of projects and decline in trust of people. Therefore, sensible measures or reforms are needed to cope up

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such harmful causes to make system
flawless and beneficial for citizens.

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Q. What are key theories and types of administrative reforms, such as privatization, decentralization, and Business re-engineering? How have these reforms been implemented and what challenges have they faced?

Introduction:

Administrative reforms are intentionally introduced to improve the structure, efficiency and output of an institution of public sector. Theories like NPM, BPR and Neo-Classical are intellectual base while practical form is privatization, decentralization, and Business re-engineering. The main objective of reforms were to enhance capacity of public sector as well as improve output for reduction in poverty, corruption by making people-centered policies. But, these reforms faced challenges like unemployment, political interference,

bureaucratic resistance, and lack of IT infrastructure. In addition, lack of trained or professional staff is also a major challenge. Therefore, for e-governance, Capacity building, accountability mechanism is required to strengthen. Then it could improve the output of public sector.

Administrative Reforms:

Definition:

"Deliberate changings to improve efficiency of public sector called administrative reforms."

Purpose: Make people-centered policies to strengthen e-governance system.

Theories of Administration:

1. Classical Theory:

It emphasis on Leadership, teamwork and coordination within a transparent institution or sector.

& promotes human emotions and intelligence.

Bureaucratic Theory:

It emphasizes on hierarchy, rules and structure of sector.

It is authoritarian, rigid and have no adaptability with emerging needs. This colonial mindset theory was proposed by "Max Weber" and "Henry Fayol". Promotes strict rules and control over leadership.

3- New Public Management:

NPM promotes "borrow techniques" from public sector to private sector in the wake of improving efficiency.

It collaborates with innovative, skilled labour for corruption free sustainable economic measures. Also promotes public - Private Partnership.

* Theories are intellectual base for the thinkers of Public Administration, but practical forms are given below:

1. Decentralization:

Delegation of authority from federal to local government body. This

makes the weak local capacity and more political interference causing overdependence on federal.

2. Privatization:

The shifting of ownership from public to private sector. It aims to improve efficiency, reduce fiscal burden, and attract investment.

- It leads to unemployment & job losses.

3- Business re-Engineering Process:

This reform is introduced to restructure the business values for enhancement of output. It relies on strengthening accountability mechanism for full implementation.

4- e-Governance:

This leads to digitalize the old methods of governance by reducing digital gaps among people.

It aims to upgrade the society and economic instability by

logy. But, it lacks full "implementation".

Reason:

- * Bureaucratic resist, fearing loss of authority or accountability.
- * Lack of IT infrastructure and skilled staff.
- * Digital gap leads to more inconvenience for rural areas.

Challenges:

- * Lack of trained institution.
- * Un-Willingness of authority
- * Budget deficit
- * Lack of collaboration among sectors, as they work silo and does not cooperate with bureaucracy.

Conclusion:

Administrative reforms are mandatory to perform with efficiency and reward the employees with inclusive policy making. This will encourage the employees innovation and skills to analytically problem-solving by cooperation. All theories are theoretical but their practical form is decentralization, privatisation

and BPR. Reform in the field of unskilled labour, and IT structure will bring an effective results in output.

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Q. Discuss the main challenges in adopting HRM practices of public sector, Also explain advantages and disadvantages of the spoil system versus merit system in Public Employment.

Introduction:

In HRM (Human Resource Management), there is a focus on managing human resources. It emphasizes on training, recruitment or acquiring of government employee. The main challenges to adopt in the administrative reform is basically bureaucratic resistance, political interference, and in addition lack of capacity and training cause a barrier in its implementation.

There are many systems introduced to assist the reforms. It includes a merit and spoil system of employment. Merit system enhances confidence of employee by promotion, ensures equity and fairness with competence, while

Spol system is driven by political leaders with the rewards given by them. It lowers the morale of public sector employees with gap in pay exist. Both systems have their advantages and disadvantages. As they both show loyalty to their concerned authorities.

Merit process is lengthy, but promotes fairness. Whereas, Spoil system is quick, but disrupts when government or ruling party changes.

Human Resource Management (HRM):

Definition:

As per Gerald (2019);

"Human resource management is acquiring, recruiting, and training of employees to evaluate efficiency of public sector."

Focus of HRM:

* Focus or main objective of HRM is to hiring, training, recruitment mechanism efficiently, so ensure that system is working efficiently.

Challenges in Adopting HRM:

1. Bureaucratic Resistance:

The rule-based hierarchy shows resistance from full accountability fear or loss of authority. So, does not willing to reform implementation.

2- Political Interference:

Political involvement in training, recruitment or hiring, promotes an insecurity and trust deficit for citizens.

3- Lack of Capacity and Training:

Another reason for challenge in the adoption of reform is decline in skills and professionalism. It also leads to suffer equity and efficiency.

4- Pay disparities between employees:

The pay disparities between public and private sector employees cause decline in confidence of

Citizens.

5- Absence of Appreciation:

Public sector employees are not appreciated as private sector job holders. They get allowances and rewards. But in public sector decline in appreciation down the confidence of people.

Comparison between: Merit System and Spoil System

Features	Spoil System	Merit System
Base of recruitment	political leaders informal ways	formal, base of equity.
Accountability	To political leaders	procedural ways
Promotions	political involvement	skill & efficiency based

Advantages of Spoil System:

- * Quick requirement process.
- * Loyalty to political leader
- * Does not require skill or efficient performance

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Disadvantage of Spoil System:

- * Disrupts with regime changes.
- * Promotes favouritism, corruption.
- * Enhances trust deficit of people on citizens.

Advantages of Merit System:

- * It promotes equity, justice, competence.
- * Recruitment is skill based and efficient people are elected.
- * No political interference.

Disadvantages:

- * Lengthy period of recruitment.
- * Conflict or Clash occurs between democracy and bureaucracy.
- * Does not distort the working of professionalism with government changes.

Conclusion:

Both merit systems and HRM have consequences to implement reforms, not needed to be reformed to build a remarkable system of recruitment.

to get analysts and expertise. Powers must be decentralized to ensure an equality and fairness.

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Q. What are the Principles of budgeting in government? Explain different types of budgets (Line-item, performance, Program, Zero-based, outcome-based) applied in Pakistan. Discuss how viable is this in Public financial management.

Introduction:

Budgeting is the systematic calculation of expenditures / spending on the state programs or initiative for one year. Principles of budgeting includes Comprehensiveness, Unity, Transparency, flexibility, Annuality, and Accountability with public access to the division of income at public level. There are different types of budgeting that comprise of various objects like Line-item for simple calculations with head list of expenses, performance-based is focused on output based

on efficiency, zero-based commences from base or zero level where data analyst and realistic figures are required, and outcome based budgeting is relying on output or results.

In Pakistan, line-item budgeting is common these eras, as it is simple and easy to calculate data.

But other require, coordination among bureaucracies, strong IT system of networking and data realistic, which is lacking and causing hindrance with additional, political interference and resistance of bureaucracies for change. But the most viable is

Zero-based budgeting. As, it demands minute detail of expenses from zero level. But due to some inefficiencies

this is facing inertia from departments.

Definition of Budgeting:

-As per, Phillip E. Evoldye (1948)

“Budget is a systematic plan of expenditures that

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Budgeting is a systematic line of document that has expected revenues and expenditures.

Principles of Budgeting:

* 1- Comprehensiveness:

Budgeting must explain all the details of expenses and spendings.

2- Unity: All must be in single document.

3- Transparency:

It must be accessible publicly to ensure accountability and transparency.

4- Flexibility: Must be adaptable, to change capacity with emerging needs.

5- Annuality: It must be on annual bases.

6- Accessibility:

To strengthen the accountability it must be readable for every citizen.

Objectives of Budgeting:

- 1- Promote economic stability.
- 2- Maintain fiscal balance in country.
- 3- Strengthen accountability and transparency mechanism.

Types of Budgeting:

1- Line-Item Budgeting:

Type of budgeting headed by line items in single row.

Nature: Traditionally use in Pakistan budgeting.

2- Performance Budgeting:

This relies on performance or efficiency of institution.

Nature: Emerging

Use in Health, Education department.

3- Zero-based Budgeting:

This demands expenses starting from zero, which is time consuming.

Nature: Rigid, not applicable in Pakistan.

Reason: i) Inertia from bureaucracies.
ii) Lack of coordination between federal and local governments.

4- Outcome based Budgeting:

This depends on output of expense. Applies in Ehsaas programs, or Energy sector programs for efficient output.

Nature: Not applicable comprehensively.

Summary

Types	Nature	Example	Applicability
"	"	in Pakistan	lity

Line-Item	Input	Every department	Traditional
Outcome	Output	Health, Education	Emerging
Performance	Analytical	Ehsaas Programs	Minor applicability
Program	Justification	Industrial etc	Applicable
Zero based	Rare	None,	Theoretical

once used in 2-BB

Challenges to reform in Budgeting:

- i) Political Interference
- ii) Inertia from Bureaucracy
- iii) Lack of data analysts, skilled labour.
- iv) Lack of coordination among authorities.

Conclusion:

Budgeting is a systematic way of summarizing annual expenses in a single document. Line-item budgeting is used traditionally in our country as it seems fit in our lack of analysts, technology and maintain revenue for it.

Political interference adds more to it. Therefore, other types of budgeting like zero-based, outcome-based, performance and program based are used often or rare in our developmental projects. As authoritarians are rulers rather facilitators. Therefore, reforms required to make it transparent and accountable.

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Q. What are administrative reforms, and what challenges do developing countries face in the implementing them? Also examine the role of technology in modernizing public administration and discuss the pros and cons of digital governance.

Introduction:

Administrative reforms are introduced in a system deliberately to improve its structure, function or efficiency. In developing countries administrative reforms face challenges due to low budget, old and traditional officers with colonial mindset, lack of trained and skilled professionals. Their manner system poor and lower service delivery mechanisms. On the other hand, modernizing public administration is crucial for developing countries to meet the growing technological,

and skilled labour across the world. But as developing countries do not have enough to pay for reforms regarding budget and resistance from department for change. Therefore, the system update lacks to perform in latest tech-models.

In modernizing public administration, digital gap is basic challenge. In addition to that cybersecurity threats, lack of training and IT skilled professionals hurt the efficiency and credibility of institution. Slow but incremental change in the system is mandatory to beat the international modern standards of problem solving as, public administration is citizen-oriented. Therefore, urgent reforms are needed to improve service delivery.

Administrative Reforms:

Definition:

As per Storal Gerald (1955);

“Administrative reforms are deliberate course of action, that is introduced in the system to enhance efficiency and capacity

building."

Challenges to Implement Administrative Reforms:

i) Colonial Mindset of officials:

Administrative structure is based from "British Colonial System", which prefer to rule rather serve. This has made a insecurity in officials that reform can bring harm to their job. As they are not skilled. So, they prefer to avoid reforms.

ii) Political Interference:

Political interference in appointments, posting and other official works cause hindrance in efficient working of bureaucracy, that suffers the public-service delivery.

iii) Budget Deficit:

Lack of sufficient budget to

train and introduce the system to officials is major reason of resistance to reforms.

iv) Digital Gap:

The people in Urban areas will get information access faster as compared to the rural areas. This gap also affects implementation of reforms in Public administration.

Role of Technology in Implementing in Public Administration:

* Pros of Technology in Administration:

1- Strengthen Transparency:

Technological processing will lessen the interest to officials and reduce the chance of bribery. This will also assist the accountability mechanism in developing countries.

2- Lack of Political Interference:

The involvement of politics in transfer, promotions and recruitment will lessen and resultant

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Fair mechanism will run to provide skilled and efficient workers only.

3- Evaluation Mechanism:

Quick evaluation of process can be observed without physical interaction of officials. The check and balance of system can be maintained anywhere.

4- Decline in Red-tapism:

Red-tapism and excessive unnecessary clearances will be removed from the system due to short and easy introduction of technology.

Challenges to Implement Technology:

1) Lack of Trained Officials:

Absence of skillful and IT trained officials are required to run the initial setup. In addition to that training to the

Staff is also mandatory which is being resisted due to colonial mindset of hierarchy.

(i) Cybersecurity Threats:

INCALL management system also cause threats to cybersecurity, as data can be theft and misuse by hackers. Therefore, a strong mechanism is required which a developing country lacks.

(ii) Digital Gap between Rural and Urban Areas:

The deep ~~or~~ root cause of implementation is unequal distribution of internet services among nations. The gap hinders the accessibility to the information with a clear lack of internet facility.

Conclusion:

Administrative reforms are installed in a system to improve the structural efficiency or output

which is the
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of an organization. But decline of resources, budget, trained persons and resistance from officials adds in the challenge of implementation.

The modern technology can also assist in the improvement of state system but its threats from hackers and maintainance is hurdle to full implementation. Despite its benefits in the field of strengthening accountability, transparency, and improving grass yield, yet the technology has not been introduced due to clear ambiguities, and gaps.