

Q2:

## Introduction.

F.W. Taylor made a major breakthrough in the science of Public Administration by looking beyond the scope and context of classical approaches. He introduced the scientific management with an aim to overcome the shortcomings that being emerged due to classical approaches. Its main and core principles are adapting scientific ways of working, promoting cooperation, collectivism and many other. This approach was different in terms of its objectives, aims, outcomes than that of classical approaches.

## 2. Background of Scientific Management and Reasons for its emergence.

F.W. Taylor is deemed as a Father of Scientific Management. He was an engineer in a company, where he observed the flaws in the existing administration and management practice and tried to give an ultimate solution to them. The major flaws he exposed were:

- The traditional Approach to Administration and management practices has stymied the efficiency of organization.

- There is no relationship between employees and managers.

• Employees are unaware about their work which has resulted in solidering.

• Employees selection criteria is not based on merit.

### 3. Principles of Scientific Management.

#### 3.1. Science, not Rule of Thumb

Taylor realized the importance of scientifically driven administration and management for an organization. He changed the classical school of thought by emphasizing managers and employees to learn art of skills and knowledge for the efficiency of organizational growth.

#### 3.2 The selection of employees ought to be based on merit.

Taylor deemed the significance of the element of meritocracy for organization functioning. He criticized the classical school of thought by not focusing on merit. He fostered the idea that the employees need to learn skills and the organizations need to hire only those employees who are successful.

### 3.3 Promoting Collectivism, not individualism in the organization

The organization must cater the interest of all employees plus the overall organization. The private and individual interests must be discouraged by highlighting the dividends of collectivism.

### 3.4 Harmony not discord in the organization

There should be peace harmony of interest within organization. The discord or the division among managers and employees should not be prevailed in organization.

## 4. Differences between Scientific Management and Classical approaches.

Both Scientific management and classical approaches were different in approach towards goals, objectives, aims and outcomes of organization.

## Classical Approach

## Scientific Approach

### Focus

The main focus of the classical approach is on the element of Efficiency.

The Scientific management approach focuses on three things: Economy, effectiveness and Efficiency.

### People vs Market.

The classical approach is people-oriented in its terms.

The Scientific management is market oriented; Economy comes first here.

### Theoretical Framework

The classical approach has adopted the traditional approach of public Administration: Weberian Model.

The Scientific model has adopted the public choice Theory model.

### Government Role

This approach put greater emphasize on the increasing role of Government in the public Administration.

The Scientific approach wants a very less role of organization. It based on the notion of "Let what Market decides".

## Nature of organization

The classical approach favours the element of rigidity in organization.

The scientific approach is flexible in nature & discourages rigidity in organization.

### Critical Analysis:

Even though the scientific approach initiated a kind of revolution in the adm development of public administration, yet there are also some shortcomings highlighted by various public administrators and theorists.

→ Humanistic School of Thoughts criticized it by giving no focus to the individuals in the organization.

→ It deems human as a cog in the Machine.

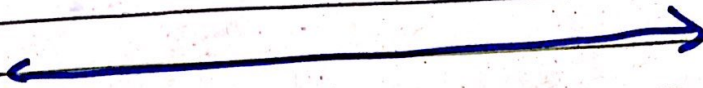
→ Economy and Efficiency are not the mere goal of organization.

→ There is a lack of behaviourism in his approach.

### Conclusion.

The scientific management introduced the concept of science and technology which science changed.

the ways and means adopted by the classical approach to deal with administration and organization.



Q7:

## Introduction.

Max Weber was the first theorist who institutionalized the concept and nature of bureaucracy. He highlighted various features of bureaucracy by exposing that there should be hierarchy, division of labor, work strict rules and regulations and many others. Its utility and relevance in the age of e-governance and New public management is still exist and its talks about the specialization of work, meritocracy and all many others which are proclaimed by the vision of e-governance and NPM.

## 2. IDEAL MODEL OF WEBERIAN BUREAUCRACY.

Max Weber highlighted various features of ideal bureaucratic organization.

## 2.1. Hierarchy in bureaucratic organization.

These should be hierarchy - systematic units supervision of the employees by the higher officials. The top-down share of resources and power is the part of bureaucratic organization.

## 2.2 Strict Rules and Regulations of bureaucratic organization.

Bureaucratic organization should follow strict rules and regulations. The entire organization is to be operated in formal structure and its business and function should be regulated by specific and strict rules.

## 2.3 Division of Work and Labor.

In Bureaucratic organization, Weber says, the work must be divided among various layers and parts of organization. The centralization of all work and activities is to be discouraged and decentralization is to be promoted within the organization.

## 2.4 Meritocracy in bureaucratic organization.

These should

an element of Meritocracy within the Bureaucratic organization. The appointment and recruitment of employees should be based on merit.

### 2.6 Secured Tenure and Job Security

In bureaucratic organization, the job security of an employee should be fixed and its tenure is to be secured throughout the job career.

### 3. Major Aims of e-governance and NPM.

These two are the contemporary concepts in the evolving nature of public Administration. The main aims are:

- Provision of good public service delivery
- Ensuring efficiency and effectiveness within organization
- Citizen engagement and public participation.
- Bringing transparency and accountability in organization.



## 4. Utility of Bureaucratic Model of Weber in era of e-governance and NPM.

Some of the characteristics of Weberian Model is still relevant in the age of e-governance and NPM.

4.1. Specialization of work, as proclaimed by Weber, is still relevant in the era of e-governance and NPM.

NPM and e-governance require the specialized workers for a specific job. Various nature of work in organization are to be handled by different and specialized worker forces.

4.2. Promoting Meritocracy is still be utilized in the age of e-governance and NPM.

Meritocracy is the common element in all these three. It was proclaimed and initiated by Meritocracy Weber and then replicated in the case concept of NPM and e-governance.

2.4. Provision of public service delivery, as proclaimed by Weber, is still relevant in NPM and e-governance.

Weber viewed bureaucratic organization as a sole instrument for providing public goods and services. These ideas are also being supported and backed by the core principles of these two: e-governance and NPM.

2.5. Division of labor in the bureaucratic model and decentralization in NPM and e-governance are the two sides of the same coin.

Bureaucratic Model ensures the division of work in the different layers of organization. While on the other hand the same idea is proclaimed by NPM in the form of decentralization of authority.

## Critical Analysis of Ideal Bureaucratic Model.

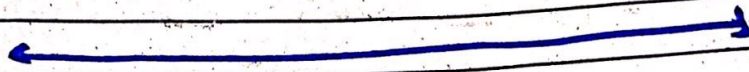
Although, bureaucratic Model was a landmark achievement in the history of public administration. Yet,

Its hierarchy leads to red tapism and inefficiency in the bureaucratic organization.

→ There is also absence of human aspect in the its Model.

### Conclusion.

In short, bureaucratic model of weberian highlighted some features in the form of Hierarchy, meritocracy, rules & regulations and many others. Some of its characteristic are still relevant in the era of e-governance and NPM.



Q3

### Introduction.

Budget is the economic life line of every country. The entire business and function relies on the "wheel" of money, yet its deficit is an important issues because it hinders the growth of economic, affects domestic sectors and development and many others. The government needs to address the issue at priority level by promoting tax awareness, digitalization of atleast tax-based institutions, formalization of economy and many others.

## 2. Understanding Budget Deficit.

Budget is the estimation of government revenue and expenditure. Now the deficit in it means that the difference between revenue generation and expenditure.

$$\text{Budget deficit} = \text{Revenue generation} - \text{Expenditure}$$

If:

Expenditure  $\uparrow$  and Revenue  $\downarrow$  = Deficit.

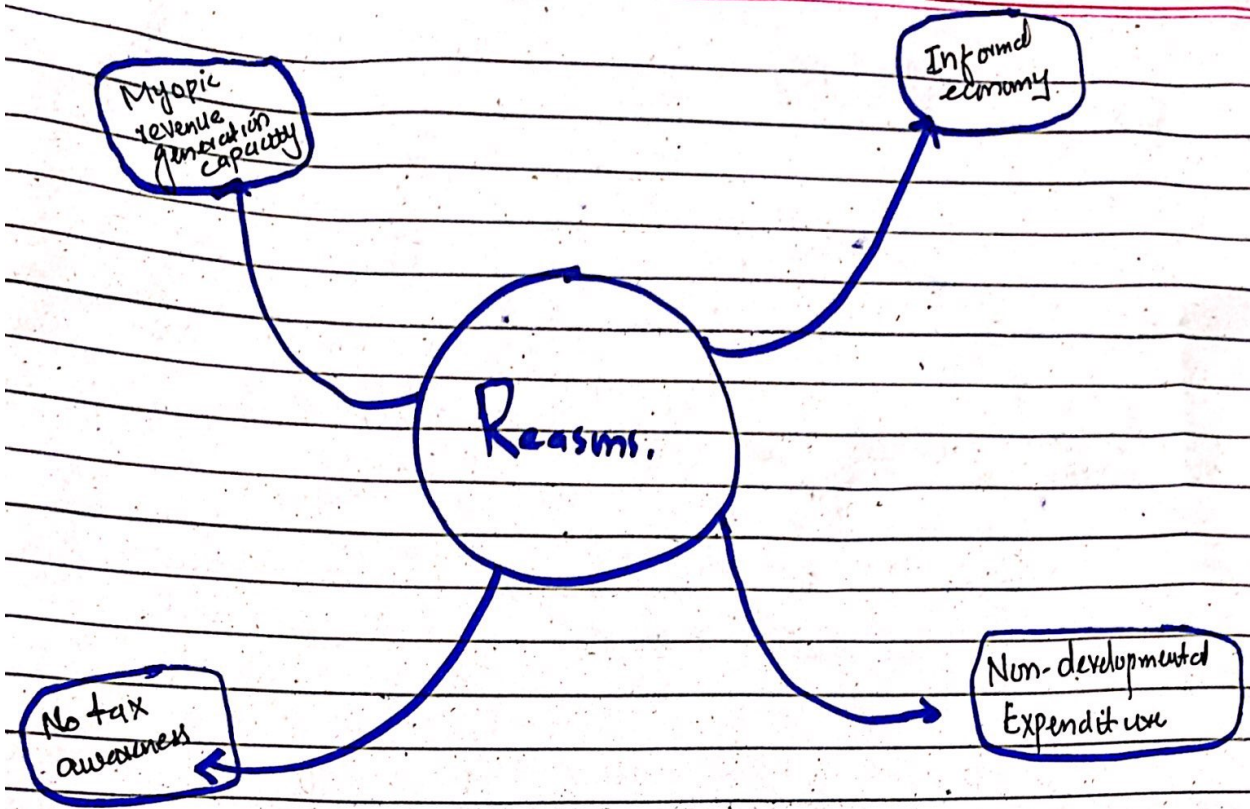
Expenditure  $\downarrow$  and Revenue  $\uparrow$  = Surplus.

$\therefore \uparrow \rightarrow$  Increase

$\downarrow \rightarrow$  Decrease

## 3. Reasons behind Budget deficit in Pakistan.

Pakistan has been facing a chronic problem of fiscal deficit which has hindered the entire state function into a state of turmoil. The public and state are bearing the burden of its negative repercussions. There are various reasons behind it.



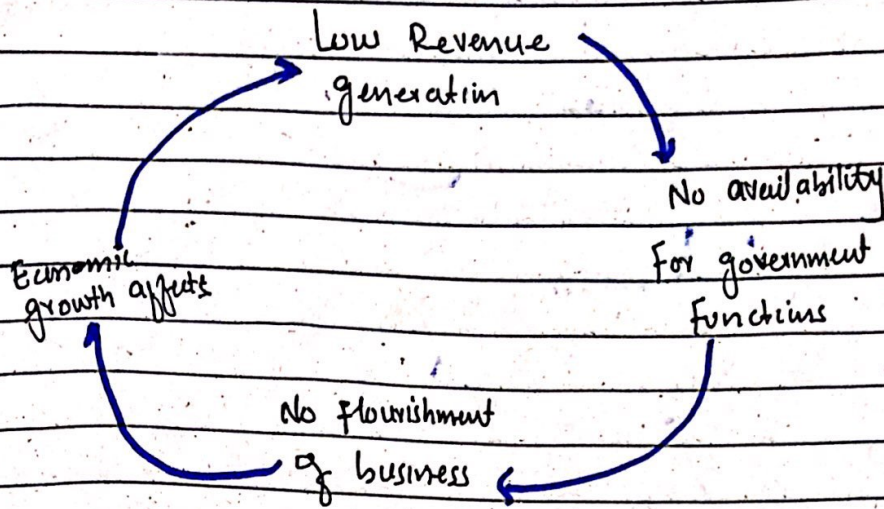
#### 4. Why budget deficit is an important issue in the financial administration.

Budget deficit creates a lot of issues which ultimately disrupts the entire chain of financial administration.

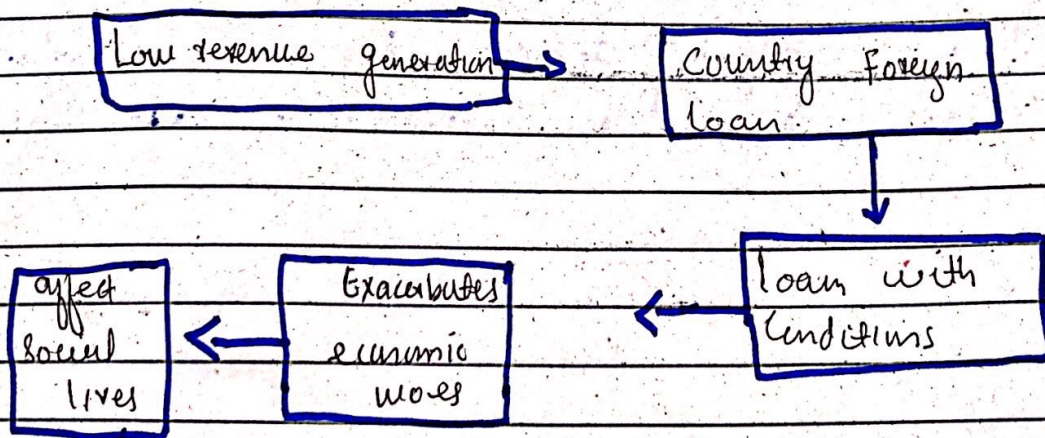
4.1. Budget deficit hampers the economic growth of the country.

The huge difference between revenue and expenditure

Impacts economy either directly or indirectly.



4.2 Budget deficit increases the dependency of country on Loans and Aids



The country in order to fulfill the gap of budget deficit approaches towards external assistance in the form of loans. These loans are come with strict conditions which as a result leads to chaos and tribulation.

2.3 Hinders the developmental programmes, policies and projects of the country.

With the availability of very little amount, the country finds itself to be unable to meet the demands of developmental projects. What happens is that

Stop working on existing projects

Future prospects for new projects become bleak.

2.4 Budget deficit badly affect the living standards of people

When there is inadequate amount of money in the government treasury, then country become unable to invest in:

- Education
- Health
- Employment
- Poverty eradication
- Reducing crimes.

This lead to poor living standards of all people in the country.

## 5). Strategies to overcome budget deficit in Pakistan.

5.1. Documentation of Pakistan's economy is mandatory.

There is a huge chunk of informal sector in Pakistan's economy. Dr. Ishaq Ibad Hussain in his book: Pakistan - The Economy of an elitist state highlighted that the country's 70% economy is informal. The need is to make it formalize in order to strengthen the tax capacity of state.

5.2 Digitalization of tax related institutions is the need of hour.

Promoting digitalization will not authenticate data record, taxes increase but will also put lid on the the menace of corruption in tax-related institutions.

5.3 Reducing non-developmental expenditure of the country.

The non-developmental expenditure is so high in Pakistan. The need is to reduce the defense budget, and also allocating of money to those projects which give little dividends to Pakistan.



5.4 Promoting tax awareness among public.

The media platform ought to be used for promoting general awareness among public about the importance of tax for country's progress. The tax-to-GDP ratio is very low, it can be increased by promoting awareness.

5.5 Combating corruption with tax-related organization.

The culture of accountability and transparency needs to be encouraged in all organizations in order to combat the menace of corruption from all institutions.

### Conclusion.

The huge differences between revenue generation and expenditure has landed this state into a turbulent scenario. The need is to adopt the vibrant steps in order to steer this country out of the crisis and put it in the direction of progress and development.