B.A. (Hons) Mass Communication- I Year

Subject : Public Administration, Society and Media

Syllabus

UNIT-I	Concept of administration, Administration in historical perspective, Composition of administration, Public administration organizational principles, Personnel administration Recruitment, Promotion, Training. Executive legislative and judicial control over administration. Administration reforming and their impacts.

UNIT-I
CONCEPT OF ADMINISTRATION

What is administration?

According to Theo Haimann, "Administration means overall determination of policies, setting of major objectives, the identification of general purposes and laying down of broad programmes and projects". It refers to the activities of higher level. It lays down basic principles of the enterprise. According to Newman, "Administration means guidance, leadership & control of the efforts of the groups towards some common goals".

What is management?

Management involves conceiving, initiating and bringing together the various elements; coordinating, actuating, integrating the diverse organizational components while sustaining the viability of the organization towards some pre-determined goals. In other words, it is an art of getting things done through & with the people in formally organized groups.

How Administration is different from Management

On the Basis of Functions: -

Basis	Management	Administration
Meaning	Management is an art of getting things done through others by directing their efforts towards achievement of pre-determined goals.	It is concerned with formulation of broad objectives, plans & policies.
Nature	Management is an executing function.	Administration is a decision-making function.
Process	Management decides who should as it & how should he dot it.	Administration decides what is to be done & when it is to be done.
Function	Management is a doing function because managers get work done under their supervision.	Administration is a thinking function because plans & policies are determined under it.
Skills	Technical and Human skills	Conceptual and Human skills
Level	Middle & lower level function	Top level function

On the Basis of Usage: -

Basis	Management	Administration
Applicability	It is applicable to business concerns i.e. profit-making organization.	It is applicable to non-business concerns i.e. clubs, schools, hospitals etc.
Influence	The management decisions are influenced by the values, opinions, beliefs & decisions of the managers.	The administration is influenced by public opinion, govt. policies, religious organizations, customs etc.
Status	Management constitutes the employees of the organization who are paid remuneration (in the form of salaries & wages).	Administration represents owners of the enterprise who earn return on their capital invested & profits in the form of dividend.

Practically, there is no difference between management & administration. Every manager is concerned with both - administrative management function and operative management function as shown in the figure. However, the managers who are higher up in the hierarchy denote more time on administrative function & the lower level denote more time on directing and controlling worker's performance i.e. management.
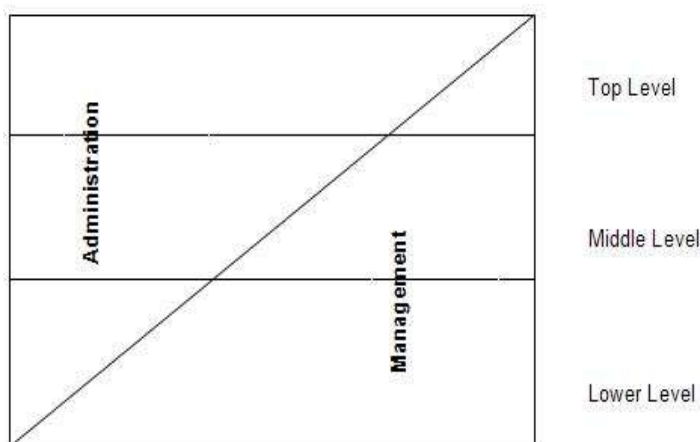
Public Ad is basically an aspect of the broader term "Administration". It caters for the implementation & execution of government policies. It is basically related with the management of programs and policies, meant for the public. Moreover, it deals with the analysis of the policies & their revaluation. It refers to the study of activities of state which may be related to executive, **legislative or judiciary**. It deals not only with the processes but also the substantive field. It is also known as governmental administration; hence the focus of Pub Ad is on public bureaucracy of the government. It is an instrument not only for protecting & restraining but also fostering & promoting. A country's progress is directly determined by the quality of its public administration.

What is Public Administration?

Public Administration - meaning, concepts and definitions-

The word public administration is taken from two Latin words, **Publicus**, which means people and **Ad ministrare** which means to manage and to serve. Hence in a general sense public administration means to serve and look after the people. Literally it means management of public affairs.

Various experts defined Public Administration as follows-

Woodrow Wilson- The Public Administration is detailed and systematic execution of law. Every particular application of law is an act of administration.

L. D. White- Public Administration consists of all those operations having for their purpose of fulfillment or enforcement of public policy.

Luther Gullick- Public Administration is that part of science of administration which has to do with government and thus concerns itself primarily with the executive branch where the work of government is done, though there are obviously problems in connection with the legislative and judicial branches.

P. Mc Queen- Public Administration is administration related to the operations of government.

E. N. Gladden- Public Administration is concerned with the administration of government.

Waldo – Pub ad is the art of science of management applied to the affairs of the state.

Nature of Public Administration
Though it is much disputed but the Nature of Public Administration could be understood by these three views-

The Integral View- L.D. White, P Fiffner, F. M Marks etc. are supporters of this view according to which Public Administration is comprised of all the activities which are undertaken to accomplish the given objectives. **It is basically sum total of managerial, technical, clerical and manual activities.**

The Managerial View- Luther Gullick, Simon, Smithburg, Thompson etc are followers of this view. In this concept only the **management related activities of administration** are concerned. **Thus this concept is related only with the activities of top authorities.**

Modern View- Gladden, John A. Peter, Democketc are followers of this view. According to this, the nature of **Public Administration depends upon its reference**.

Scope of Public Administration-
To understand the scope of Public Administration following views are available-

Narrow View- Herbert Simon and Luther Gulick follow this concept. According to this, Public Administration is basically related only with the government and executive council.

Broader View- L. D. White, Willoughby, F. M. Marks etc postulated this view. According to this all the three parts and pillars of democracy are included under the jurisdiction of Public Administration.

POSDCORB:-In the field of Public Administration and Management, POSDCORB is broadly used as the classical view of Organizational theory. It was appeared most conspicuously in a 1937 paper by Luther Gulick and Lyndall Urwick. However, he first showed the concept in 1935. Primarily, POSDCORB was proposed in an exertion to develop public service professionals.A memo prepared while he was a member of the Brownlow Committee, in his piece "Notes on the Theory of Organization". Luther Gulick is asked verbally "What is the work of the chief executive? and What does he do?" POSDCORB is the answer of these questions, "considered to call devotion to the numerous functional elements of the work of a chief executive because 'management' and 'administration' have lost all exact content." According to Gulick, the elements are:

P =Planning,O =Organizing,S =Staffing,D =Directing,CO =Co-ordinating, R =Reporting, B = Budgeting

PRINCIPLES OF POSDCORB
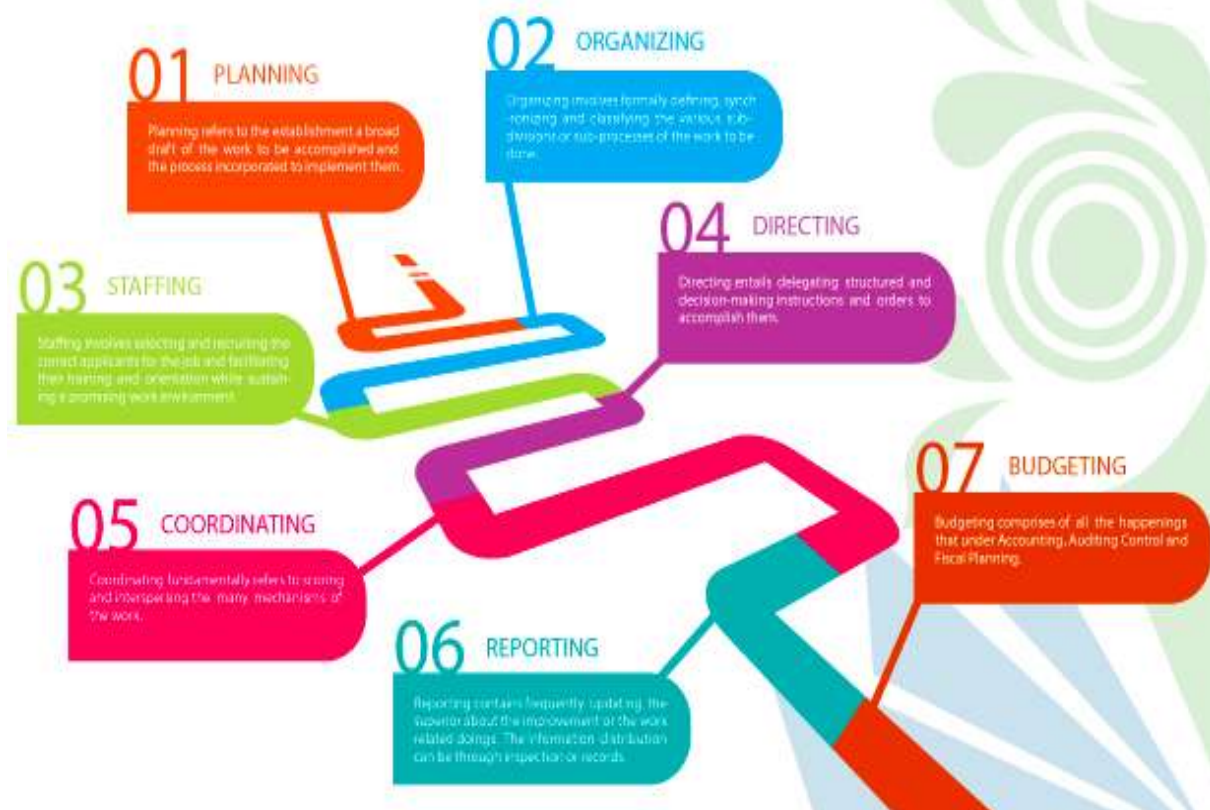
Steps of POSDCORB:

This really refers to the many steps or phases involved in a distinctive administrative process. The POSDCORB can be elucidated in detail below:

1. **Planning:** Planning refers to the establishment a broad draft of the work to be accomplished and the process incorporated to implement them.
2. **Organizing:** Organizing involves formally defining, synchronizing and classifying the various subdivisions or sub-processes of the work to be done.
3. **Staffing:** Staffing involves selecting and recruiting the correct applicants for the job and facilitating their training and orientation while sustaining a promising work environment.
4. **Directing:** Directing entails delegating structured and decision-making instructions and orders to accomplish them.
5. **Coordinating:** Coordinating fundamentally refers to scoring and interspersing the many mechanisms of the work.
6. **Reporting:** Reporting contains frequently updating the superior about the improvement or the work-related doings. The information distribution can be through inspection or records.
7. **Budgeting:** Budgeting comprises of all the happenings that under Accounting, Auditing Control and Fiscal Planning.

Example of POSDCORB:

Contemplate a multinational opening an exercise concerning a decent number of staffs in the staff. As per POSDCORB, the planning phase would be doing the thorough investigation of the number of individuals needed, work type, team size etc.

Staffing and organizing phases would be the Human Resource department created a list of individuals i.e. superintendents and minions who would execute this role. One this is completed, as per POSDCORB guiding would be giving directions and warranting implementation of the strategy as per the obligation.

To safeguard an improved two-way communication, managing plays a prime role. On one occasion all this completed, the different ways of reporting are done which confirms responsibility and accountability of the team. Lastly, the budget to be distributed is considered.

Significance of Public Administration-
*   The administrative state and Public Administration are synonymous. The Public Administration executes the policies and work of the state.
*   It provides constancy to the state.
*   The Public Administration is an instrument of social change.
*   It accelerates industrial development.
*   The defense and security of a nation depends upon the Public Administration.
*   It helps in providing basic facilities like education, health, entertainment etc to the common people.
*   It helps for national integration. It plays vital role in execution of judiciary and legislative related works.

Administration in historical perspective-

Though as a subject, Public Administration is a new concept but its existence is prevailing since ancient time when the human civilization developed as a state. It was incepted with the need of law and order. Even in the epics including Ramayana and Mahabharat, the concept of Public Administration is visible. Chanakya was known for his state administration. Even the European philosophers including Aristotle, Socrates etc also explained the basic concept of Public Administration. But as a subject it evolved during 18th century and that too in Europe.

For the convenience of study, the development of Public Administration as a subject, its history could be divided into following steps-

First Stage (1887-1926) - This period is known for division of Political Science with Public Administration. Woodrow Wilson, L. D. White and F. J Goodnow were the leading experts of this age. In his article, **The Study of Administration**, Woodrow Wilson wrote that the Public Administration is entirely different subject and should be studied separately from Political Science. In the first text book of Public Administration, **Introduction to the study of Public Administration**, Prof. L. D. White wrote that Public Administration is the art of controlling and coordinating several people to achieve a special objective.

Second Stage (1927-1937)- This is considered as a golden age for growth and development of Public Administration.   Inception of this stage is considered with publication of W. F. Willoughby's book, **Principles of Public Administration**. During this era universal principles were designed for Public Administration.

Third Stage (1938-1947)- During this era, the basic thoughts of Public Administration were challenged by the experts hence is known as the era if challenge. In his book **The Functions of Administration** (1926), Chester Bernard established the fact that the administration is a cooperative movement which is influenced by the bahaviour of the participants. This concept was challenged by Herbert A. Simon in his book 'Administrative Behaviour' stating that administration is a systematic process for decision making and execution.

Fourth Stage (1948-1970)- This was the era of crisis of identity. During this era some experts re- moved towards the mother science- political science. The followers of this concept and their publications were-
  • John Gauss (Trends in the theory of Public Administration)
  • Rosco Martin (Dominion of political science over Public Administration).
On the other hand some experts found the roots of Public Administration in administration science and argued that the administration is irrespective of its setting. Believers of this concept founded the **Journal of Administrative science** in 1956, which was a quarterly publication. The followers of this concept were March, Cyert and Simon and their publications were **Organisations** (1956), **Behavioural theory of the firm** (1963) and the **Handbook of Organisation** (1965).

Fifth Stage (1971- continuing)- It is the final stage of evolution which emphasizes on public policy analysis. During this era the public administration became an inter-disciplinary subject and developed a strong relation with other subjects like economics, sociology, psychology, anthropology etc. after the globalization, the management also became an intimate part of public administration.

Difference between public and private Administration

Administration can be viewed as the act of effectively managing the affairs of a business organisation or state. It implies the optimum use of people, information and other resources of the organisation, in the attainment of the ultimate goal of the company. The administration can be done either by public officials or private individuals. **Public administration** is a branch of economics that works with service motive. On the other end, **private administration** works with business intuition.

The public administration differs from the private administration, in three important ways, i.e. the political character, accountability and scope of their activities. Here an article is presented to help you understand the meaning and differences between public and private administration.

BASIS FOR COMPARISON	PUBLIC ADMINISTRATION	PRIVATE ADMINISTRATION
Meaning	Public administration refers to orderly managing the resources, to achieve the purposes established by the government.	Private administration is the operation, management and organization of the affairs of the business enterprise.
What is it?	It is a political process.	It is a business activity.
Operation	In governmental set up	In non-governmental set up
Approach	Bureaucratic	Egalitarian
Decision making	Pluralistic	Monopolistic
Revenue	Taxes, fees, duties, etc.	Profits
Accountability	Accountable to general public	Accountable to the owners
Orientation	Welfare oriented	Profit oriented

Public Administration Organizational Principles

There are various Organizational Principles for Public Administration. Few of them are as follows-

(1) Organization- This is the most important concept in Public Administration. It facilitates the proper utilization of men, material, money, machine and method for the target objective. Various definitions of organization are as follows-

L. D. White- Organisation is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibility.

Urvick- Organisation is determining what activities are necessary to any purpose and arranging them in groups which may be assigned to individuals.

Gulick- Organisation is the formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective. Gulick identified four basis of organization.
Purpose
Process
Persons
Place

(2) Hierarchy- According to L. D. White, Hierarchy consists of the universal applications of the superior-subordinate relationship through a number of levels of responsibility reaching from the top to the bottom of the structure.
Three basic principles of hierarchy are as follows-
Principle of 'Through proper channel'.
Principle of 'Correspondence'.
Principle of 'Unity of Command'.

(3) Span of Control- According to Dimock and Dimock 'The span of control is the number and range of direct, habitual communication contacts between the chief executive of an enterprise and his principal fellow officers.' Various factor that determine the length of span of control are-
Function
Time
Space
Personality

(4) Authority and Responsibility-

  A) Authority-According to Max Weber, the authority is the willing and unconditional compliance of people, resting upon their beliefs that it is legitimate. Weber classified the authority into three types- Traditional, Charismatic and Legal- rational authority.
  B) Responsibility- According to G. R. Terry ' The responsibility denotes an obligation of an individual to carry out his duties.'
  According to Fayol, authority and responsibility are interconnected and commensurate.

(5) Coordination- Coordination has both, positive and negative implications, positively it means bringing about cooperation and team work. Negatively it means removing conflicts, inconsistencies, friction, overlapping and working at cross purposes.

(6) Centralization and decentralization- Centralisation means concentration of authority at the top level of the administrative system and decentralization means dispersal of authority among the lower levels of the administrative system. According to L. D. White 'The process of transfer of administrative authority from a lower to a higher level of government is called centralization, the converse is decentralization.'

(7) Delegation- Various definitions of delegation are as follows-

Mooney- Delegation means conferring of specified authority by a higher to a lower level.
Terry- Delegation means conferring authority from one executive or organizational unit to another.
Various types of delegation are-
Full and Partial
Conditional and Unconditional
Formal and Informal
Direct and Intermediate

(8) Supervision- Supervision is overseeing the work of subordinates by their superiors. It involves various activities like direction, control, guidance, inspection, coordination, superintendence etc. Various types of supervision are-
Single and Plural
Line and Functional
Substantive and Technical

(9) Line and Staff- The Central hierarchy of government or administration is comprised of the line and the assisting authorities of line are comprised of staff and auxiliary units. The units concerned with advisory and preparatory operations are known as staff and those concerned with housekeeping operations are the auxiliary agencies. The line is the central element of any administrative system and the staff and the auxiliary agencies are the secondary units that serve the line. The examples of line agencies are government departments, public corporations, government companies, independent regulatory commissions etc. the examples staff and auxiliary units are general and technical staff and the housekeeping staff.

(10) Unity of Command- An employee should receive orders from one superior only. This lessens chances of confusion and manipulation in the organization. According to Henry Fayol, 'For any action whatsoever, an employee should receive orders from one superior only.'

THE FIVE CORE VALUES OF PUBLIC ADMINISTRATION

Values

- Transparency
- Accountability
- Ethics
- Professionalism
- Leadership

To practice **transparency** in public administration is to ensure citizens the availability of information which is deemed public. This should be an organizational goal, and is to be taken into account when conducting all public business regardless of one's job title. If the goal of an organization is to serve the citizens to the best of their ability, then avoiding or failing to achieve transparency would cause significant damage to the relationship between them and the people they are aiming to serve.

Accountability is to adhere to a standard of professionalism in the workplace. Additionally, it means to understand that our professional activities are being funded by the citizens of this country. As such, public employees are held responsible by citizens for upholding the mission of their organization. Accountability is an important aspect of the functionality of any organization public or private. Essentially, it reminds individuals that while they are employed by a professional organization they will be held liable for their actions.

Each public administrator is asked to adhere to a code of **ethics.** In order to function properly as an organization, the administrator must be held to a high degree of ethical standards. Specifically, ethics calls for administrators to display integrity, and be mindful of laws and regulations. Furthermore, this must be accomplished in order to successfully practice and promote transparency of government. Unfortunately, the importance of ethics in government is usually shown when public officials violate laws or regulations. Because of these instances, we are constantly reminded of the importance of ethics in public administration.

Professionalism is an important core value when considering the prestigious nature of our positions in the field of public administration. In essence, administrators are hired to be visionaries, in addition to being stewards of public funds and information. To be professional is to understand the importance of our jobs in the public sector, to have respect for ourselves and the organizations that we represent, and to act accordingly. Each individual is to deal with issues, whether positive or negative, in a mild and straightforward manner whenever possible. Without professionalism in public administration, the overall perception of our work and our organizations would undoubtedly falter.

Finally, there are few organizations in the public sector that are able to flourish without proper**leadership**. Practicing leadership is setting an example of professionalism for staff members and possessing the motivation to achieve organizational goals. In doing so, leaders must have the ability to recognize the talents of individuals and allow those talents to be utilized for the betterment of the organization. Admittedly, leadership can become a balancing act between becoming an active team member and taking charge of overall operations. As a leader, it is of utmost importance to stay connected with staff members, but to act in a managerial role when called upon.

<u>**PERSONNEL ADMINISTRATION**</u>

Personnel Administration deals with recruitment, placement, training, disciplinary measures, curbing nepotism and favoritism, monetary and non-monetary incentives and retirement benefits of the personnel within an organization as well as handle the nature of personnel relationships in the organization as well as assisting the top management in negotiating with labour unions. Personnel administration also includes all those activities and functions relating to policy formulation, planning, policy implementation, social change and modernization, administrative reforms and public relations in an organization.

Personnel Administration is also popularly known as Human Resources Management. Just as people of a country are its whole and sole the same way personnel (employees) are for an organization to make it successful. However, manpower (labour/people who are able to do work) itself does not contribute to the success/development of the organization, it has to be converted into human resources through systematic planning, adequate training and proper education. Human resource is converted to human capital through adequate administration. Human resources are the most important and valuable asset and part of an organization as over time their value never depreciates, in fact it only increases with the passage of time unlike other assets and resources of an organization. Adequate usage of human resources/personnel automatically ensures optimum utilization of financial, physical and technological resources.

With the emergence of democratic institutions and the welfare state, government as well as corporate' tasks are on a steep increase and so there is an increased demand for personnel at every level in terms of efficient discharge of their duties and it is the job of the Personnel Administration department to assure that this demand is met at the right time with the suitable candidates.

Personnel Administration does not have a standard definition but still there is unanimity among writers on one that is as put by Flippo "Personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel and their inter-relationships in an organization for the purpose of contributing towards the accomplishment of that organization's major goals and objectives.

Personnel Administration is affected by the socio-economic-political environment as well. For example, in the era of welfare and developmental programmes, personnel/employees are now expected to be more efficient, effective, sympathetic and competent. People's involvement in administration is also increasing via NGOs, NPOs, Civil Society and other policies and programmes of the government.

It is not a simple area of management in today's times as Personnel management/administration has to keep the motivation and morale of the personnel high every time for them to whole heartedly perform the humongous tasks they have at hand efficiently and competently as well as sympathetically.

Thus it can be said that without an efficient personnel management/administration or more popularly as it is called Human Resources management contributing to Human Resources/Personnel Development, it is impossible to achieve organizational goals and become a successful organization.

FUNCTIONS OF PERSONNEL ADMINISTRATION
1) MANPOWER PLANNING: Manpower planning is the process of assessment of an organization's requirements in terms of number of personnel needed for a job.

2) RECRUITMENT:
Once Manpower Planning is done, the process of recruitment begins. Recruitment is the process that entails the search for prospective workers and stimulating them to apply for the jobs put up by the personnel administration on behalf of the organization. It is based on selection of the best principle where a number of applicants are invited for a single job opening and then the unwanted are eliminated selecting the one for the job who suits all the prerequisites suitably.

3) TRAINING:
Training is the continuous process of imparting and upgrading/developing professional knowledge, broader vision, correct, ethical and novel patterns of behavior habits and aptitudes, awareness of organizational as well as societal objectives, increasing morale and motivation and the employee's potential contribution to the same. It is an ongoing process of response to a need.

4) CAREER ADVANCEMENT:
Career advancement as a function of personnel administration is concerned with the activities that promote job growth or expansion of job roles/responsibilities. It is how an individual /employee manages his/her career within the organization (promotion, internal job postings, etc) and between different organizations (shifting jobs, changing organizations for career growth and development/advancement) as well as providing refinement of skills opportunities and knowledge to the employees together with identifying options of growth for them. It is an ongoing and dynamic process.

The Personnel Administration dept/Human Resources management dept has the responsibility to encouraging and supporting in reviewing and re-assessing their goals and activities as well as to provide valuable feedback and learning activities or resources and can contribute significantly to the staff member's career development by supporting career development activities within the department.

The support for career development via the Personnel/Human Resource department is important because:

- Current information about the organization and future trends helps employees create more realistic career development goals.
- Focus on skill development contributes to learning opportunities.
- Opportunities for promotion and/or lateral moves contribute to the employee's career satisfaction.
- A greater sense of responsibility for managing one's own career contributes to self-confidence
- Career planning and development clarifies the match between organizational and individual employee goals.
- It's cost-effective to use the HRD (Human Resource dept./Personnel Administration) staff talent to provide career development opportunities within your department .
- Career development increases employee motivation and productivity
- Attention to career development helps the HRD attract top staff and retain valued employees.
- Supporting career development and growth of employees is mandated by the Philosophy of Human Resources Management.

Accountability of Public Administration: Control Devices

The misuse or abuse of authority on the part of Public Administration may assume various forms: overriding law and Constitution, violation of established procedures, lack of integrity, favouritism or nepotism, unethical or improper conduct, gross inefficiency, misuse of discretion and above all, encroachment on fundamental rights and freedom of citizens. A large number of instruments of control have been devised inorder to minimize and eliminate the misuse and abuse of authority. Under the modern democratic government, these controls flow form:

1) Legislative or Parliamentary Control,

2) Judicial Control

3) Executive Control

4) Popular Control – Electorate or the People

Judicial Control

The Judicial control over administration is no substitute for parliamentary control. Infact, they are supplementary but serve two different kinds of purposes.

Courts occupy key position in India as regards judicial control of administrative action. Since we adopted the concept of welfare state, it became exceedingly necessary that the rule of law and conformity to the provisions of the Constitution are maintained and the multitudinous administrative authorities are brought under the control of courts of law.

In India the modes of judicial control of administrative action can be conveniently grouped into three heads.

1) Constitutional
2) Statutory
3) Ordinary or Equitable

Executive Control

The following are methods of Executive Control over administration:

1) The executive (Cabinet) is responsible for policy formulation, supreme direction of administration and the co-ordination and control over the various branches of administration.
2) Control over personnel – Appointment, promotion, removal, transfer, enforcing civil services code, etc.
3) Control over finances, e.g. – allocation of resources through budget, accounting and auditing system.
4) Rule making power, ordinances, etc.
5) Political control – final authority to take decisions.

CHIEF EXECUTIVE

The chief executive is the pivot around which the actual administration of the state revolves and includes all officials engaged in administration. The primary duty of the chief executive is to formulate policy and to see that it is properly implemented.

Types of Chief Executive

There are three different forms of chief executive, viz. (1) The president form, as in the USA (2) The Cabinet form, as in India and UK; and (3) the Collegiate type, as in Switzerland. The nature of relationships and the administrative functions of the chief executive in these different systems of governments differ from one another.

1) President as the Chief Executive

The Presidential pattern of government has its origin in the USA and is now confined to certain countries which are exclusively in the Western Hemishere. The major characteristics of the Presidential system is that all the executive powers are vested in a President. It is a 'solitary' not a 'collective executive'. The President not only serves as the head of government, but also as chief of state: the ceremonial head of the nation.

2) Cabinet as the Chief Executive

The countries like Britain and India have Parliamentary system or Cabinet system of government. In parliamentary system a clear distinction is made between the head of the state and the head of governance – a nominal executive and a real executive. Here the head of the state, King in Britain or President in India possesses a nominal or titular authority whereas the real authority rests with cabinet of which Prime Minister is the head.

The Cabinet is headed by the Prime Minister. He is the captain of the team. The Prime Minister performs four important functions. (1) He is the head of the Ministry; (2) He is leader of the legislature; (3) He is the person through whom the head of the state – King or President, normally communicates with the cabinet; and (4) He is head of the legislative wing of the party and responsible for maintaining harmony with its organizational wing.

3) Collegiate Type Executive

At present Switzerland is having a mixed or collegiate type of Chief executive with some features of both Parliamentary and Presidential executive. The executive authority of the Swiss Federation is exercised by a commission of seven men known as the 'Federal Council'. The Federal Council is chosen after every four years by the Federal Assembly and one of its members is annually elected to serve its chairman and is designated as President.

Functions and Powers of the Chief Executive

Broadly speaking, there are two types of functions which the Chief Executive has to perform under any system of government. They are, political and administrative.

Political Functions –

In any system of government the chief executive is required to perform several political functions. It is his responsibility to lead the nation by putting forth new policies and programmes which in his opinion the country badly needs. He should always keep his political party with him and ensure that all differences within the party are settled. He is also to see that his cabinet functions as a homogeneous body in which there is full co-operation and co-ordination.

Administrative Functions –

The chief executive is the head of the government and enjoys considerable prestige, power and position. He has legislative, executive, judicial and administrative powers. He has power of co-ordination and control. He is expected to give guidance and directions to all those who work under his control in his organization.

The administrative functions of the chief executive are – planning, organizing, staffing, leading and   controlling.

Popular Control

India's political system stands for a system of limited government, responsible government and rule of law. It is opposed to any exercise of arbitrary or totalitarian power by the rulers and its fundamental assumption is that sovereignty belongs to the people at large. However, in recent years, there has been phenomenal expansion of governmental activities, which has been termed by some as governmentalisation. This has inevitably led to the strengthening of bureaucracy or 'bureaucratisation' in terms of numbers and powers.

Impact of Administrative Reforms implemented by Government

Several administrative reforms are implemented by the Government post 2014 to make administrative process efficient, transparent and accountable. Some of the major reforms are as under:

(i) e-Samiksha- A real time online system for monitoring and follow up action on the decisions taken by the Government at the apex level in respect of implementation of important Government's programmes / projects.

(ii) e-Office- e-Office Mission Mode Project (MMP) has been strengthened for enabling Ministries/Department to switchover to paperless office.

(iii) Direct Benefit Transfer(DBT) payment, e-Payments - All payments to the beneficiary is to be made directly to their bank account through electronic mode under DBT.

(iv) Aadhaar enabled Biometric Attendance System (AEBAS) –AEBAS was introduced in the Central Government Offices located in Delhi to monitor punctuality of government officials. This has improved the punctuality of the Government servant in offices.

(v) Smart Performance Appraisal Report Recording Online Window (SPARROW) –Annual Performance Appraisal Report of All India Service Officers and some other services are being submitted online in the SPARROW portal. The system ensures timely submission and easy access of APAR.

(vi) Legal Information Management Based System (LIMBS) – This is an online court case monitoring system to ensure speedy disposal of disputes.

(vii) Online application system for notaries- This system helps the interested persons in getting themselves registered as notaries.

(viii) Discontinuation of Interview in recruitment of Junior Level Posts – Government has taken a decision to dispense away with the interview in recruitment of all Group 'C', Group 'B' (Non-gazetted post) and other equivalent post from 01.01.2016 in all Government of India Ministries/Department/Attached Offices/Subordinate Offices/Autonomous Bodies/Public Sector Undertakings to curb malpractices and for bringing objectivities to the selection process.

(ix) Introduction of conducting examination by Staff Selection Commission (SSC) through Computer Based Mode. Group 'B' and Group 'C' posts recruitment conducted by SSC made through Computer Base Mode.

(x) 'JeevanPramaan' - The system provides authenticity to Digital Life Certificate without the necessity of the pensioner being present in person before his/ her Pension Dispensing Authority (PDA).

(xi) The Government has undertaken several initiatives to introduce new IT products and technologies and to strengthen existing ones in its various e-Governance projects. Some of major initiatives are as under:

(a) National Scholarship Portal: It provides a centralized platform for application and disbursement of scholarship to students under any scholarship scheme.

(b) GeM–An online procurement of Goods & Services required by various Government Departments / Organizations / PSUs, Government e-Marketplace (GeM) has been developed to enhance transparency, efficiency and speed in public procurement.

(c) UMANG - Unified Mobile App for New - age Governance is an initiative to build a common, unified platform and mobile app to facilitate single point of access for government services through mobile.

(d) e-Sign- This framework has been developed as an integrated service, which facilitates issuing a Digital Signature Certificate and performing signing of requested document by authenticating the Aadhaar card holder.

(e) Digital Locker-This provides an ecosystem with collection of repositories and gateways for issuers to upload the documents in the digital repositories. It will eliminate the usage of physical documents and enable sharing of e-documents across agencies.The System serves as a platform to enable citizens to securely store and share their documents with service providers who can directly access them electronically.

(f) e-Hospital- Online Registration Framework (ORF) is an initiative to facilitate the patients to take online OPD appointments with government hospitals. This framework also covers patient care, laboratory services and medical record management.

(g) Mobile Seva - Ministry of Electronics and Information Technology has implemented a countrywide initiative on mobile governance, called Mobile Seva, to provide government services to the people through mobile phones and tablets.

(h) National Centre of Geo-informatics (NCoG)- Under this project, Geographic Information System (GIS) platform for sharing, collaboration, location based analytics and decision support system for Departments has been developed. Currently, 8 applications across various domains are operational.

(xii) Following initiatives are taken up to ensure farmers' welfare as well as consumers' satisfaction:

(a) M-Kisan Portal – All Central and State Government organizations in agriculture and allied sectors to give information/services/advisories to farmers by SMS in their language, preference of agricultural practices and location.

(b) Kisan Call Centres - Government setup call centres to respond to the queries of farmers on all seven days a week from 6.00 AM to 10.00 PM through toll free telephone No. 1XXX-XX-1551.

(c) KisanSuvidha Mobile App – on five critical parameters – weather, input dealers, market price, plant protection and expert advisories.

(d) e-National Agriculture Market (e-NAM) – Connecting 21 wholesale markets (Mandis) in eight states.