Toppersnotes®
Unleash the topper in you

RAS

Rajasthan Administrative Services

Pre & Mains

Rajasthan Public Service Commission

Volume - 12

Public Administration and Management, Sports and Yoga, Behavior and Law

SIERRA INNOVATIONS

RAS

Public Administration and Management, Sports and Yoga, Behavior and Law

S.No.	Chapter Name	Page No.
	Public Administration and Management	
1.	Administration and Management	1
2.	Major Concepts of Administration	43
3.	Principles of Organisation	54
4.	Management, Corporate Governance and Social Responsibility	63
5.	New Public Management (NPM) and Change Management	80
6.	Attitude and Values of Civil Service	92
7.	Control Over Administration	106
8.	Administrative Setup and Culture in Rajasthan	118
9.	District Administration	139
10.	Development Administration	149
11.	Major Institutions of Rajasthan	155
	Sports and Yoga	
12.	Sports Policies of India and Rajasthan State	175
13.	Sports Authority of India and Rajasthan State Sports Council	181
14.	National and State level Awards for Sports	184
15.	Yoga - Positive Way of Life	194

16.	First aid and Rehabilitation	201
17.	Eminent Sports Personalities of India	207
18.	Participation of Indian Sports Persons in various Games	215
Behavior		
19.	Intelligence	223
20.	Personality	233
21.	Learning and Motivation	241
22.	Stress and Management	261
Law		
23.	Concepts of Law	267
24.	Contemporary Legal Issues	281
25.	Crimes against Women and Children	292
26.	The Maintenance and Welfare of Parents and Senior Citizens Act, 2007	300
27.	Important Land Laws in Rajasthan	304

1 CHAPTER

Administration and Management

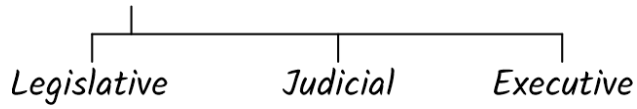
Meaning

1. 'Administer' is derived from the Latin word administrate, which means 'to care for or to look after people, to manage affairs'.
2. In literal sense, the term **'administration' means "management of affairs" – public or private affairs.**
3. Administration is a process encompassing all collective efforts, be it public or private, civil or military, large-scale or otherwise, and is thus of universal nature.
4. Administration means organising and using men and materials in order to accomplish a purpose or a goal.
5. It means groups of people who coordinate and cooperate in order to achieve the desired goals.
6. Admin is the force that lays down the object for which an organization and management are to strive and broad policies under which they're to operate.
7. An organization is combination of necessary human beings, materials, tools, equipments and working space, appurtenances brought together in systematic and effective co-relationto accomplish some desired object.
8. Management is that which (LGD) leads, guides and directs an organization for accomplishment of pre-determined goals.
9. Thus admin is broader concept and includes both management and organization.
10. Public administration exists in political system for fulfilment of goals and targets formulated by political decision making.

Definitions

- According to **L.D White,** "The art of administration is the direction, co-ordination and control of many persons to achieve some purpose or objective."
- Felix A. Nigro defines public administration as-
  - ✓ Co-operative group efforts in a public setting,
  - ✓ Covers all the three branches of the government that is executive,
  - ✓ The legislative and judicial branch of the government,
  - ✓ Public administration has an important role to make public policy and its implementation,
  - ✓ It also associated with various private groups and providing public services to the people.

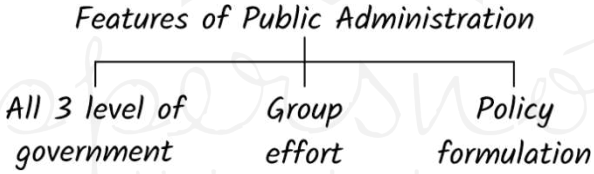
- According to **Luther Gullick** "Public Administration is that part of the science of administration which has to do with Government and thus concern itself primarily with the executive branch where the work of the Government is done."
- **E.N.Gladden :** "Administration is a long and slightly pompous word, but it has a humble meaning, for it means, to care for or look after people, to manage affairs ... is determined action taken in pursuit of a conscious purpose".
- **Simon:** "By Public Administration is meant in common usage, the activities of the executive branches of the national, state and local governments."
- According to Woodrow Wilson 'it's a systematic approach of law.
- In Wider sense, public administration include all 3 branches of government.



- In Narrow sense, it includes the executive branch only.
- Willoughby gave put ad the status of 'fourth branch' viz 'Admin'.

Nature of Public Administration

In terms of nature there are also two divergent views in public administration.



Integral View

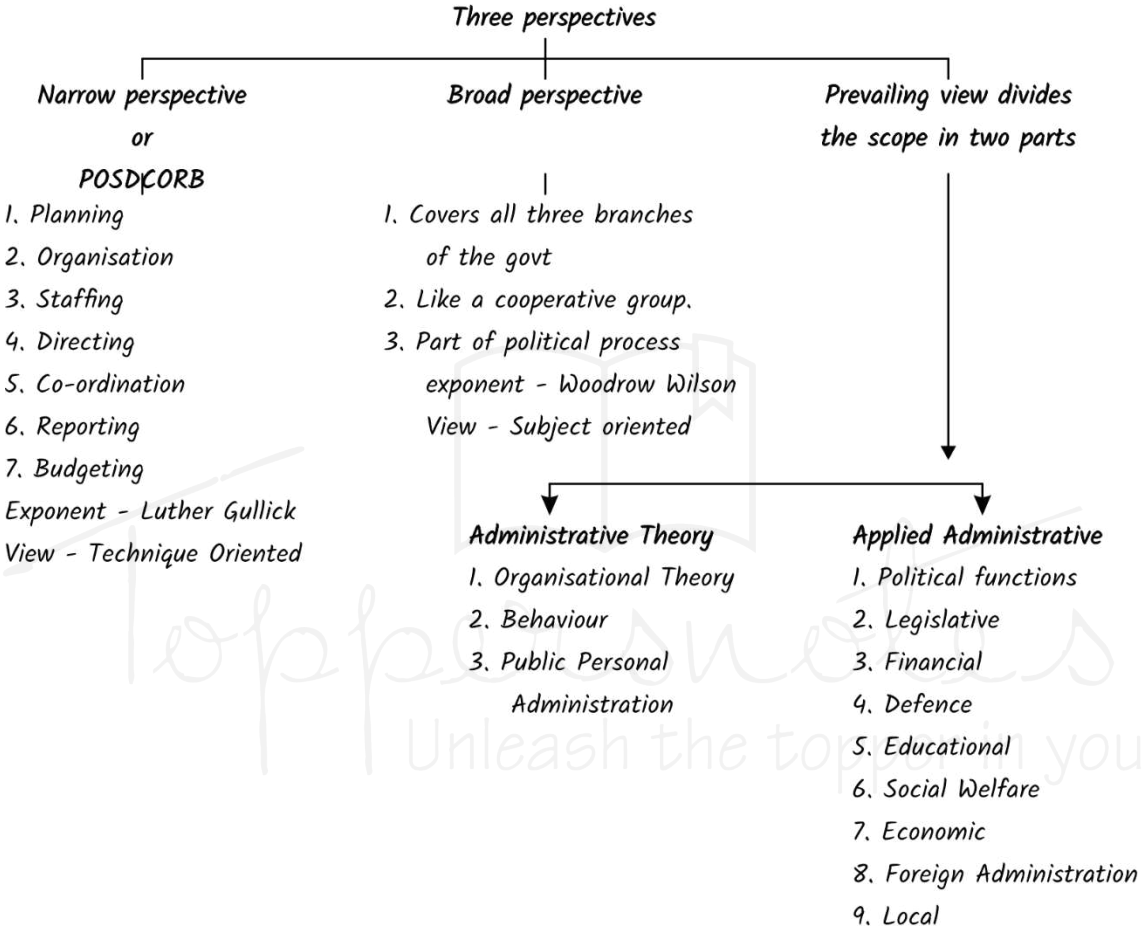
- From this perspective, Public administration refers to all activities from **clerical to managerial activity** of the administration.
  - ✓ That means integral view proposes that administration is **the sum totals of all activities of manual, clerical or managerial.**
- In simple terms, all the work processes done by the government officials from peon to executive officers are the part of public administration.
- **L.D White** and **Woodrow Wilson**, **Marshal E. Dimock** are the main supporters of this view.
- From top to bottom all people and their activities.

Managerial View

- In it, Public administration refers to only managerial activity of the administration.
  - ✓ That means in this view administration consists of the work of only those people who are performing managerial functions.

- Activities of clerical, manual and also technical departments are excluded from the range of public administration.
- **Luther Gulick**, **Henry Fayol**, **Herbert Simon** are the main supporters of the managerial view.
- Only activities of top persons.
- In developing world like India public administration is integral in nature because 90% of work at clerical level is okayed at top level thus clerks are kingpin of Indian administration.

Scope of Public Administration



- Traditional writers restrict the scope of public administration to only one branch (executive) of the government.
  - ✓ But modern administrative thinker extends the scope of public administration to all branches (Executive, Legislature, and Managerial) of the government.
- There are also two views in the scope of public administration:
- **POSDCORB View**
  - ✓ It is given by the prominent administrative scholar Luther Gulick.
  - ✓ According to them every administration should have seven elements.
    - These seven elements are acronym as POSDCORB.
  - ✓ Each letter of this acronym implies one element of administration.

- **P- Planning–** *It is the task of managers of every administration to plan everything that needs to be done and the methods for doing them to accomplish the purpose set for the enterprise.*
- **O- Organizing**- *Every organization needs to be well organized, established formal structure of authority thru which work sub-division are arranged, defined and coordinated.*
- **S- Staffing-** *Staffing refers to the whole personnel function of bringing in and training the staff and maintaining favorable condition for work.*
- **D- Directing-** *It refers to the continuous task of making decisions and embodying them in specific and general order and instructions and also serving as a leader to the enterprise.*
- **CO- Coordinating**- *It is the important duty of the manager to coordinate between coworkers and executives, inter-relating the various parts of the work thru reports, research and inspections.*
- **R-Reporting**- *It is referred to inform every report of the work to the executives.*
- **B- Budgeting-** *All that goes with budgeting in the form of fiscal planning, accounting and control.*

➢ **Criticism**

1. *Technique oriented i.e. ignores knowledge of subject mater.*
2. *Doesn't deal with know have part.*
3. *Advocates the problems of admin are same in all the agencies regardless of peculiar function they perform (universal nature).*

➢ **Subject Matter View (Service and Function)**

- ✓ *It simply refers to the subject matter of public administration.*
- ✓ *M.E Dimock said that "administration is concerned with 'What' and 'How' of the government.*
  - *The 'What' is the subject matter, the technical knowledge of a field, which enables the administrator to perform his task.*
  - *The 'how' is the technique of management, the principles according to which the co-operative programs are carried to success.*
  - *Each is indispensable; together they form the synthesis called administration."*
- ✓ *Public Administration as a discipline consists of several branches or subject matters such as-*
  - *Organisational, Administrative Theories and Behaviour*
  - *Public Personnel Administration*
  - *New Public Administration*

- Comparative Public Administration
- Development Administration
- Public Policy
- Governance
- Good Governance
- E-Governance
- Corporate Governance
- Social Welfare Administration
- New Public Management

✓ It is subject oriented and emphasis that real core of administration consists of various services performed.

✓ For the people like health, defence, socialsecurity etc. These services have their specialized techniques. (eg: Police Admin)

✓ Thus, public administration as both views complement each other and are not mutually exclusive

✓ Lewis Meriam: P.A. is two blades in pair of scissor, one is knowledge of field (POSDCORB) and other is knowledge of subject.

Public administration as discipline consists of 5 branches –

1. Organisational Theory and Behaviour
2. Public Personnel Administration
3. Public Financial Administration
4. Public Policy Analysis
5. Comparative and Development Administration

Significance of Public Administration

➢ Great stabilising force in the society as it provides Continuity when government changes.

➢ It is basis of government, wether in monarchy or democracy.

➢ It plays an important role-

✓ **As an Instrument for Providing Service**

- Services such as education, health, housing, social security, and a lot more are provided to the citizens.
- Without public administration, the services provided by the government can never reach to the people.

✓ **As an Instrument for Implementing the Laws and Policies of the Government**

- The government makes laws and policies for the interest of the people. Public administration puts them into reality.

✓ **As an Instrument for Development and socio-economic Change**

- After the second world war, a lot of nations emerged.
- After independence, public administration played a crucial role for their socio-economic development.
- Eg, in India, it played a very important role by implementing the poverty alleviation programs, employment assurance schemes, community development programs, electrification of remote villages, road construction, etc. which has been more conducive to the overall improvement of India.

✓ **As an Instrument for the Sustainable Development**

- That means economic development without harming the environment.
- Administrators are playing a significant role for the protection of environment.
- All the environmental issues are solved through public administration.

✓ **As an Instrument for National Integration during crisis**

- Eg, after the partition in India, there was a crisis of national integration, and public administration played a very important role to overcome this situation.
  - It helped in the rehabilitation process of the refugees and integrated the princely states with Indian territory.

✓ **As an Instrument for Community Development**

- Different races and religions live in every country.
  - Therefore, a common policy for all does not apply effectively.
- Public administration gathers neutral information about each community in the society and based on that information the government makes policies and the public administration applies those policies to that particular community.
  - So public administration also has a leading role in community development.

✓ **As an Instrument for Public Safety**

- Public Administration provides a lot of services that make citizens secure such as fire, police and medical services, and more.

✓ **As a Separate Academic Discipline**

- As time goes by, the importance of public administration to the people is increasing.
- Now it has become essential to study the administrative system of the government.
  - Therefore for better understanding and its development, public administration as an academic discipline has emerged.

Role of Public Administration in Developed and Developing societies

Role of public administration in developed societies

- Public administration plays an important role in formulation of policies for the development of countries.
- It provides numerous services to the public and serves their interest in many ways.
- It is the administration which ensures the security and protection of life and property of members of the society maintaining proper law and order.
- Public administration provides a range of services like education, health, cultural requirements, insurance, housing, unemployment benefits, communication and transport etc.
- It plays an important role in bringing about the economic growth of the country by operating Industries, giving loans etc.
- Most of the developed States, especially of Europe are called administrative states and their bureaucracies perform certain specific functions.
- The public administration in these countries perform regulatory functions & while ensuring the enforcement of law and order, collection of revenue and the National Defence against aggression.
- Challenges faced
  - ✓ Lack of coherence between numerous service providing Agencies and regulatory bodies.
  - ✓ Dominance of politicians in the matter specialised domains of bureaucracy.
  - ✓ In the developed countries the economic depression has put immense pressure on the services provided by the Government

Common Characteristics of Developing Nations:

- **Size and Income Level**: 141 developing countries that are permanent members of the United Nations, 72 have less than 15 million people and 51 less than 5 million.
- **Historical Background**: The economic structure as well as their educational and social institutions,, have been modeled on those of their former colonial rulers.
- **Industrial Structure**: The vast majority of developing countries are agrarian in economic, social and cultural outlook.
- **Low Level of Living**: In developing nations, general levels of living tends to be very low for the vast majority of people.
  - ✓ These low levels of living are manifested qualitatively and qualitatively in the form of low income, inadequate housing, poor health, limited or no education, high infant mortality, low life and work expectancy and in many cases.

Role of public administration in developing societies

- Public administration has met the rising expectation of people - governments of developing countries are expected to provide basic amenities to various sections of society such as women, aged persons, children, the poor, and other weaker sections of society.
- Bureaucracy helps the political executive to formulate good policies for the Welfare of targeted persons and gets the policy implemented to get maximum output out of it.
- It plays a crucial role in improving the living standard of people.
- **Role in socio economic development**
  - ✓ Developing countries are in the stage of transformation and may lack in infrastructure, Technology, resources, manpower etc., so the governments of these countries have responsibility for the overall development of people.
- In developing countries they have limited resources, so these kinds of policies are famed through which the resources can be equally distributed among citizens.
  - ✓ **Effective performance of traditional functions which support development effort**
    - The traditional function of government is to maintain law and order.
    - There is no development of society without maintaining it.
    - In developing countries most sections of society can disturb law and order to fulfil their demands, which creates hurdles in the developmental process, so here public administration has a vital role in stopping such activities, such as riots.
  - ✓ **Developing a sense of nationhood**
    - A sense of nationhood is the key in a country's development, but most of the Nations don't have it, due to ethnic and communal conflicts, caste and, religious rivalries all these things threaten the development and Nation's unity.
    - Bureaucracy plays a vital role in preservation of national unity and integrity and it tries to resolve the dispute of different sections of society.
  - ✓ **Helps democracy to survive**
    - In most developing countries Democracy is not as strong as it needs to be, because people of these countries do not have much experience with democratic systems.
      - Therefore, these countries require the support of the Administration for survival of their democracy.

Role in Contemporary Society

- Preservation of Polity
- Institutionalisation of socio-economc changes.
- Maintenance of stability and order.
- Management of large-scale commercial services.

- Formation of public opinion.
- Employment opportunity
- Growing important –
  1. S & T Development
  2. Welfare state
  3. IR 4.0
  4. Population explosion
  5. Increased DM

What factors have led to growth of Public Administration?

1. Population explosion
2. Nature of modern warfare as increased responsibilities of public administration in terms of mobilizing human and material resources.
3. Adoption of economic planning
4. Emergence of welfare state
5. Industrial revolution – Increase inequality and scientific and technological development led to big government and increase scope of activities in public administration.
6. Increase in natural calamites e-governance, Human rights.

Evolution of Public Administration in India

- History of Indian administration traces its roots to Ancient India.
- Since the earliest times, the monarchical system was used in public administration in the execution of governmental functions.
- There are two basic features of the Indian administrative system which continued right down the ages:
  - ✓ The importance of the villages as a primary unit
  - ✓ Coordination between the two opposite trends of centralisation and decentralisation.
- The powers of administering the states were centralised in the hands of the king during the ancient period in India.
- During the Vedic period the king was assisted in his work by many officers.
  - ✓ He was surrounded by a circle of his friends and principal officers.
  - ✓ There is a reference regarding this in the two epics of Ramayana and Mahabharata.
- A similar reference is also to be found in Manu Smriti and Sukra Niti.
- In Kautilya's Arthashastra is obtained a detailed account about the offices of the state for the first time in the history of India.

- The year 1773 was a landmark in the growth of Indian Administration.
  - ✓ Before 1773 there was no central authority in the country.
  - ✓ The 1773 Act restricted the powers of the presidencies from making war or treaties without the sanction of the Governor-General in Council.
    - This confirmed the British Parliament's control over East India Company's affairs.
- The Pitt's India Act of 1784 placed Indian Affairs under the direct control of the British Government, by establishing a Board of Control representing the British Cabinet, over the court of Directors.
- The Indian administrative structure is largely, a legacy of the British rule.
- The various structural and functional aspects of Indian Administration like secretariat system, all-India services, recruitment, training, office procedures, local administration, district administration, budgeting, auditing, centralising tendency, police administration, revenue administration, and so on, have their roots in the British rule.
- The British rule in India can be divided into two phases
  - ✓ Company Rule till the year 1858
  - ✓ Crown Rule from 1858-1947.
- The year 1858 itself was a year of great event in that the administration of the Government of India passed into the hands of the British Government from the East India Company.
- The important stages during the period 1858-1950 were as under:
  - ✓ Government of India Act 1858, Indian Councils Act 1861, Indian Councils Act 1892, Indian Councils Act also known as Morley-Minto Reforms 1909, Government of India Act also known as Montague-Chelmsford Reforms 1919, Government of India Act 1935, Indian Independence Act 1947, and the Adoption of Indian Constitution 1949.

Evolution of Public Administration as a discipline

The evolution of public administration from the end of the nineteenth century to the present has taken place in the following 6 phases.

Phase I- Politics Administration Dichotomy (1887-1926)

- Woodrow Wilson's "The Study of Administration" was the first to present the demand for separation (Politics Administration Dichotomy) between politics and administration.
- His claim to distinguish between politics and administration was reinforced in the early twentieth century with the publication of Frank Goodnow's book, "Politics and Administration: A Study in Government" (1900).

- ✓ He is known for the intellectual father of American Public Administration.
- ➢ It is said that while it is the responsibility of politicians to make political decisions, politicians do not have the experience or excellence needed to implement this decision.
  - ✓ Therefore, to implement these policies (decisions) successfully, qualified and trained employees are required.
- ➢ Only the administration can rely on efficient and sustainable implementation of government policy.
- ➢ The scholars of this phase have practised more on the (Locus) basis of public administration.
  - ✓ The bureaucratic institution of the government is the mainstay of public administration.
- ➢ The legislature decides in the discussion what the will is; the judiciary resolves problems in the implementation of that state will or policy;
  - ✓ On the other hand, the administration applies that reality with the help of statesmen.
  - ✓ Thus the division between public administration and politics is drawn and this phase is marked as a politics-administration dichotomy.
- ➢ At the beginning of the twentieth century, public administration was recognized as a separate discipline in American universities.
- ➢ At this time the public administration staff had a very close relationship with public administration theorists and researchers.
- ➢ The New York Bureau of Municipal Research was established in 1906 to make local government work a success, and in 1911 the organization established the first school of public administration known as the Training School for Public Service.
- ➢ The year 1926 is very important in the theoretical discussion of public administration because this year L D White published his book "Introduction to the study of public administration".
- ➢ This book is considered as the first textbook in public administration and this book highlights the politics-administration dichotomy more clearly.

Phase 2 – Principles of Administration (1927-1937)

- ➢ 1927 is considered to be the beginning of the second phase of the evolution of public administration as the book "Principles of Public Administration" by W F Willoughby was published in the same year.
- ➢ The book is considered the second most important publication in public administration after White's book.
- ➢ In this phase of the evolution of public administration, discussions on public administration have been tried as scientific discussions since this time.

- ✓ It is thought that there are a number of scientific principles in the discussion of public administration that need to be disclosed.

- ➢ If these principles are consciously applied by the administrators in appropriate places, it is possible to increase work efficiency and also to develop public administration as a scientific discipline.
- ➢ Frederick Winslow Taylor's book Principles of Scientific Management (1911) speaks to the application of four numbers of principles to enhance the efficiency of the organization.
  - ✓ The development of a true science of work.
  - ✓ The Scientific selection, training, and progressive development of the workman.
  - ✓ The close coordination between the science of work and the scientifically selected and trained men.
  - ✓ Equal division of work and responsibility
- ➢ In addition to Taylor, Gantt (Gantt chart), Gilbert (Flow Process chart) and H. Emerson (The Twelve Principles Efficiency) are similarly spoke of applying scientific principles to repeat skills in the industry.
  - ✓ Overall, these ideas are called scientific management school.
- ➢ This phase is basically called the golden age in the history of public administration.
  - ✓ Because the aspect of intellectual practice of public administration peaked at this time.
- ➢ The writings of several famous administrative theorists help to give a different dimension to public administration.

Author Names	**Book Names**	**Year**
Henry Fayol	General and Industrial Management	1916
Mary Parker Follet	Creative Experience	1928
James D. Mooney and Alan Reiley	Onward Industry, Principles of Organization	1931, 1940
Gullick and Urwick	Papers on the Science of Administration	1937

- ➢ The writings of several famous administrative theorists in the phase 2.
  - ✓ **Henry Fayol**
    - ■ He gives 14 principles for better outcomes from the administration.
    - ■ These are –
      - o Division of Work
      - o Authority and responsibility
      - o Discipline

- Unity of command
- Unity of direction
- Subordination of individual interest to general interest
- Remuneration
- Centralization and Decentralization
- Scalar chain
- Order
- Equity
- Stability of tenure of personnel
- Initiative
- Esprit De Corps

✓ **Gullick and Urwick**

- Among the most common principles of administration, Gullick and Urwick's POSDCORB is particularly noteworthy.
- This is an acronym of 7 functions of the administration.
  - P- Planning
  - O- Organizing
  - S- Staffing
  - D- Directing
  - CO- Coordinating
  - R- Reporting
  - B- Budgeting

✓ **James D. Mooney and Alan Reiley**

- They also provide four principles for increasing administrative efficiency.
  - Coordination
  - Scalar Process
  - Functional Differentiation
  - Line and Staff

Phase 3 – Era of Challenges (1938-1947)

➢ The way in which public administration has developed over the years with its emphasis on principles has faced some intellectual challenges with the publication of Chester I Barnard's book "The Functions of the Executive" in 1936.

- In this phase of the evolution of public administration, basically, the theoretical concept of public administration is challenged from two perspectives.
  - ✓ First, a new generation of theorists thought that the dividing line between politics and public administration was never possible.
  - ✓ Second, the administrative theories that have been published since 1940 criticize administrative principles.
    - The question arises as to whether there is a universal and ultimate principle in the administration.
  - ✓ In the book "Elements of Public Administration", edited by F M Marx, all the writers, through their articles, point out the futility of the dividing line between politics and public administration that has been prevalent for so long.
  - ✓ The way in which public administration was portrayed as a value-neutral issue is denied by each of these writers.
  - ✓ A new group has set out to promote the idea that scientific management is not the last word in administration, but that social and environmental factors are an effective force.
    - This group is known as the Human Relations School.
  - ✓ Modern scholars believe that the research that some researchers at Harvard University started on the Hawthorne Plant, initiated by the Western Electric Company in Chicago, started an ideological revolution in administration and organizational theory.
  - ✓ Researchers such as Elton Mayo, F. J. Rothlisberger concluded from their research that innovation of principles and its application alone do not lead to the improvement of production or production methods.
  - ✓ The human component of management is also important.
    - By human elements, they mean the work environment, the intentions of the director and staff, satisfaction, and so on.
  - ✓ Herbert Simon welcomes the application of scientific ideas in the field of administration and management, but in this case he considers the principles given by the proponents of scientific management or traditional writers as No more than proverbs.
  - ✓ He presented the Rational Decision Making Model by exposing the ambiguity and inconsistency of the theory of scientific management.
  - ✓ Robert Dahl also (like Simon) believes that it is not a matter of inventing or applying advanced methods or techniques of administration, but of judging the social, historical, sociological, economic and other environmental forces in the social sphere in which the administration is formed.

- ✓ This is because the impact of this environmental force on the development of the administration is particularly significant.
- ✓ Dahl also has argued that there are three problems in the scientific theory of public administration (classical theory of administration).
- ✓ The exclusion of the normative elements from the administrative theory.
- ✓ There have no human aspects in scientific administrative theories.

- ➢ Those Theories are only based on a few examples drawn from limited national and historical settings.
  - ✓ This proves that classical theories are unscientific in nature.

Phase 4 – Crisis of Identity (1948-1970)

- ➢ The politics and public administration dichotomy and the application of universal principles in the field of public administration have been abandoned by the theorists of public administration since the 1950s.
- ➢ Administrative theorists of this time recognized the relationship of public administration with politics.
  - ✓ As a result, public administration became dependent on political science.
- ➢ In this situation, there is confusion about what is the discussion area of public administration.
  - ✓ This is why this phase of public administration is called crisis of identity in public administration.
- ➢ To overcome this identity crisis, public administration came to be seen as an interdisciplinary subject.
- ➢ In this phase, several sub-topics emerge in the subject matter of public administration such as-

Emerging Concepts	Contributors
New Human Relations theory	Chris Argyris, Douglas McGregor, Rensis Likert, Warren Bennis.
Comparative Public Administration	F.W Riggs and others
Development Administration	Edward Weidner, F.W Riggs
Administrative Development	F.W Riggs

Phase 5 – Public Policy Perspective (1971- 1990)

- ➢ Another recent development of the administration is the discussion of public policy perspective.
- ➢ It gained popularity through pluralistic interpretations, communication theories, and The Science of Muddling through.
- ➢ The aim of this theory is to establish which social, political and economic or personal forces are effective in policy making.

- Robert A. Dahl, James Wilson, Charles E. Lindblom, Yehezkel Dror, Vincent Ostrom, all point out the mutual importance of different forces (social, political and economic, environmental) in policy making.
- During this time, the context of politics has gained special importance in the discussion of public administration.
  - ✓ Accusing the conflict between politics and administration as narrow and self-serving, the new writers have identified administration as a problem of political theory.
    - This was mainly in the United States and Europe.
- Dwight Waldo, Wallace Sayre, Peter Self and others have emphasized the concept of administrative public policy.
  - ✓ They want to spread the concept that politics is the environment of administration.
- They are interested in judging the administration in terms of relevance, values, democracy and change as much as in politics.
  - ✓ This new trend of public administration is known as New Public Administration.
- It was said that the administration would play a more client oriented and effective role from the point of view of politics.
- It should also be noted that since World War II, the discussion of public administration has been incomprehensible not only in developed countries, but also in third world countries.
  - ✓ So the word development administration is significant in administration today.
- The third world countries are focused through the comparative public administration.
  - ✓ The main goal of comparative public administration is to study third world country's public administration and theory building through comparative analysis.
- How much active role the state can play in planning, policy formulation, policy implementation, how much priority can be given to the policy of public welfare and public cooperation in administration is considered as the primary goal in development administration.
- F. W. Riggs, Donald C. Stone, John D. Montgomery, Edward Weidner, Fredrick C. Mosher, and others who have conducted significant research on development administration.
- Thus it can be said that the concept of the development of the science of administration, which began in the last half of the nineteenth century, has become more mature in the latter half of the twentieth century.
- New interpretations and analyzes have been developed in the field of administration and management by utilizing the advancement of science and technology.

Phase 6 – 1991 – Present

- However the so called NPA movement, which had triggered hopes and aspirations of the Negroes and feminists in America, proved to be monstrously unsuccessful in catering to the expectations of the socially deprived class.
- At the Boston Annual Conference (1987) of the American Society of Public Administration, it was decided to hold Minnowbrook conference II in 1985 to facilitate a general examination of the future of Public Administration and to determine whether important discipline differences exist between people who entered Public Administration in 1960's and those who entered in the 1980's.
- Watergate Scandal increased the already existing cyculcism towards government, and propelled the students to think in terms of 'less of government' moves to cut out waste corruption and control over bureaucracy was emphasized.
  - ✓ The concept of positive state started giving way to regulatory state.
- More privatization, contracting out more voluntarism, more third party government became watchwords.
- In 1994 a conference of Common Association for Public Administration and Management in Canada synthesized the foundation of New Public Management.
- It seeks to reorient the public administration to suit the changing dynamics brought about by liberalisation and Globalization.
  - ✓ The theoretical formulations of New Public Management were concretized in work of J.V. Ostram "Calculus of a Concept" etc.
- The study and practice of public administration has taken many strides from classical, politics, administration dichotomy to contemporary New Public Management.
- Apart from certain setbacks on account of its temptations to be exclusive, it has shown results.
  - ✓ If it is to remain relevant in the Globalized world, Public Administration needs to take cognizance of multidimensional aspect of administration.
- It needs to acquaint itself with new tools to analyze the impact of culture and ethos of the society where it is instrumental.
  - ✓ This has become more warranted in a globalized world.

Recent Trends in Public Administration

- In the age of globalization, the rise of information technology is having an impact on people's lives, as well as every part of the system of government.
  - ✓ Because of this advancement several concepts also have developed in public administration in recent times.