

# **Introduction to public administration, principles of organization and management of public enterprise**

## **Introduction**

The word 'administration' has been derived from Latin words 'ad' = to and 'ministrare' = serve and 'Public' = people or citizens. Thus, the word administration means to execute the policy of government to serve public. The course on public administration/management is important as every citizen must understand the functioning of government. Besides, whether one works in private or public organization or one is doing one's own business or whatever the profession, this course is useful as it helps understand organizations and their functioning. It also helps us understand the environment in which we are working.

A public administration as a practice is as old as the human civilization. When human beings started living in society in an organized way, they started the practice of administration, because they started to live cooperatively in society. It is said that when a man tried to lift a stone and was unable to do so alone and was helped by another man, the practice of 'management/administration' began. Egyptian Pyramids (1491 BC) You must have seen Egyptian pyramids and must have thought how such huge structure was built. The construction of Egyptian pyramids in 1491 is an example of practice of administration, as it involved cooperative effort of thousands of people. Mohenjodaro and Harrapa in Pakistan Mohenjodaro and Harrapa civilizations are a magnificent example of practice of administration. The two cities had well planned roads, granary, wells and walls around the city to protect it. Such planning of city shows that the rulers managed the city well.

## **Definition of Public Administration**

Now we will look at various definitions of public administration to better comprehend (understanding) the concept: "Public administration is the action part of government, the means by which the purposes and goals of government are realized".

- "Public administration as a field is mainly concerned with the means for implementing political values..."
- "The process of public administration consists of the actions involved in effecting the intent or desire of a government. It is thus the continuously active, 'business' part of government,

concerned with carrying out the law, as made by legislative bodies (or other authoritative agents) and interpreted by the courts, through the processes of organization and management.”

- It is a cooperative group effort in a public setting;
- It covers all the three branches --- legislative (to make laws, amends and replace old laws, controls national finance etc.), executive (carrying out and enforcing laws, it enforces laws made or enacted by the legislature), and judicial (administration of justice) -- and their interrelationships.

### **Principles of organization**

**What is organization:** An organization, or organisation, is an entity – such as a company, an institution, or an association – comprising one or more people and having a particular purpose.

A social unit of people that is structured and managed to meet a need or to pursue collective goals.

The word is derived from the **Greek word organon**, which means tool or instrument, musical instrument, and organ.

The principles of organization that can facilitate smooth functioning of organization are as follows:

- **Unity of objectives:** There should be unity of objective for each member of the organization so that all collective efforts can be concentrated on the set goals. The objectives of organization should be well understood and formulated so that every member is familiar with it.
- **Division of work and specialization:** The division of total work is done as to confine every individual to the performance of a single job. It facilitates specialization in the organization and enhances efficiency and quality. Every area of specialization should be interconnected to the total integrated system by means of coordinating together of all activities done in all departments.

### **Advantages:**

- ✓ Advancement of human skills
- ✓ Specialization of work

- ✓ High work speed
  - ✓ Organizational productivity
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- **Definition of job:** There should be appropriate defining of every position in relation to other positions in the organization. The overlapping of functions should be avoided. It can be done by assigning duties and responsibilities to every position and its relationships with other positions in the organization.
  - **Separation of line and staff functions:** Line functions are those functions that help in accomplishing the main objectives of the company. These line functions should be separated from staff activities. The functions other than line functions are staff functions.
  - **Chain of Command and Scalar Principle:** According to this scalar principle, the line of authority from top level to bottom level of organization should be clearly defined. This authority refers to the right to decide, direct and coordinate. The structure of the organization should facilitate delegation of authority. The clarity is completely achieved through delegation by steps or levels from the top position to the operating level of the organization. It is also referred to as chain of command.
  - **Parity (evenness or balance) of Authority and Responsibility or Principle of Correspondence:** The responsibility delivered to every employee should be accompanied with its corresponding authority. Every subordinate should have sufficient authority to perform responsibilities entrusted to him. It will make himself reliant and can help him in taking quiet decisions without concerning higher departments or authorities.
  - **Unity of command:** Every subordinate should report to his assigned superiors or boss. It will avoid state of confusion, chaos, conflicts and lack of action in the organization.
  - **Unity of Direction:** The unity of direction states that group of activities with a common goal should be managed by one person. It encourages one head and one plan of action for a common objective of different activities. (Example: Cosmetic and Medicine but the main goal is production or all efforts should be directed towards one goal)
  - **Exception principle:** The exception principle states that high level of managers should attend to exceptional matters only. The higher level of managers should deal with problems that concerns with unusual matter and policy decisions. The routine decisions should be referred to lower level of managers.

- **Span of supervision:** It refers to the number of persons that a manager or supervisor can direct or control. Every manager is confined with restricted numbers of subordinates so that he can direct them efficiently within the limits of available time and ability. The number of persons is dependent on the nature of job and the desired frequency of intensity of supervision required in the organization.
- **Principle of Balance:** The principle of balance states that there should be proper balance between various parts of the organization. No function should be given undue importance at the cost of other functions. This balance should also be maintained between centralization and decentralization, span of supervision and lines of communication and authority allocated to department and personnel at various levels.
- **Communication:** The objectives of organization desires good communication network. The two-way communication between superiors and subordinates helps in uniting organization into working as effectively operating system.
- **Flexibility:** The flexibility in organizational structure helps in adapting to changes in the nature of the business as well as changes corresponding to technological innovations.
- **Continuity:** The continuity in efficient performance of organization can be achieved by adapting to new changes that takes place inside or outside the organization. It will help organization to survive and excel for longer duration of time.