

**Public Administration Education in India:
Need for Action**

Dr G. Sreenivas Reddy

**How Systematic Plans Can Be Factored Into
Regular Or Early Retirement Planning?**

Dr Venu Gopal Rajamanuri

Post Modern Public Administration

Dr G. Sreenivas Reddy

**"Public Administration in the 21st Century:
Opportunities Challenges and the Path Forward"**

D. Rupali

**Finances of Panchayats and the
State Finance Commissions**

Dr K. Raghu Naga Prabhakar

The Administrative Legacy of British Rule in India

Dr K. Raghu Naga Prabhakar

Editorial Board

Editor

Megamalini Paturi

Owner, Printer & Publisher
Auroras Journal of
Management

Consulting Editor

Dr. G Sreenivas Reddy

Hyderabad

Viswanadham Bulusu

Vice Principal

Aurora's Degree College
Hyderabad

Indira Parikh

President

Foundation for Liberal and
Management Education, Pune

Binod Kumar

Chairman

B K Centre for Harmonious Living
New Delhi

E Srinivas

Professor

Indian School of Business
Hyderabad

R S Ganapathy

Former Professor

IIM-A

Ahmedabad

Saji Gopinath

Director

T A Pai Management Institute
Manipal

Subhash Sharma

Director and Dean of Academics

Indus Business Academy
Bangalore

P Venugopal

Dean (Academics)

XLRI

Jamshedpur

.....
Raghurama Raju Kalidindi

Publication Consultant

Aurora's Journal of Management (AJM) is a quarterly publication of Aurora's Business School, Hyderabad, India. Its objective is to disseminate concepts of professional management and contribute to a better understanding of the context, resources, structures, systems, processes, and performance of organizations. Its focus is on applied research and reflections that are relevant to practicing managers and to meet the standards of academic rigour. It has special emphasis on contemporary management issues that are relevant to emerging economies.

Every issue of the journal carries features comprising of research articles, book reviews and articles dealing with social, economic and political concerns which have direct bearing on business (for further details refer to Guidelines for Authors). Authors can submit their contribution under any feature mentioned above to the following address.

Aurora's Journal of Management

Aurora's Business School

Chikkadapally, Hyderabad - 500020

Telephone: 040-2335 1892, 2335 0062

E-mail: ajm@absi.edu.in Website: www.absi.edu.in

The views expressed in the articles and other material published in *Aurora's Journal of Management* do not reflect the opinions of Aurora's Business School.

Claims for missing issues should be made within six months of publication.

Copyright©2011, Aurora's Business School, Hyderabad All Rights Reserved.

ISSN No. 2278-263X

RNI No. APENG/2012/44088

Aurora's Journal of Management
is a quarterly Journal of the
Aurora's Business School,
Hyderabad.

AURORA'S JOURNAL OF MANAGEMENT

VOL-XIII

Issue-I-IV

Hyderabad

Jan–Dec, 2023

ISSN No. 2275-263X

RNI No. APENG/2012/44088

CONTENTS

Page No.

Articles

**PUBLIC ADMINISTRATION EDUCATION IN INDIA:
NEED FOR ACTION** 6-14

Dr G. Sreenivas Reddy

**HOW SYSTEMATIC PLANS CAN BE FACTORED
INTO REGULAR OR EARLY RETIREMENT
PLANNING?** 15-23

Dr Venu Gopal Rajamanuri

POST MODERN PUBLIC ADMINISTRATION 24-37

Dr G. Sreenivas Reddy

**"PUBLIC ADMINISTRATION IN THE 21ST CENTURY:
OPPORTUNITIES CHALLENGES AND THE PATH
FORWARD"** 38-60

D. Rupali

**FINANCES OF PANCHAYATS AND THE STATE
FINANCE COMMISSIONS** 61-68

Dr K. Raghu Naga Prabhakar

**THE ADMINISTRATIVE LEGACY OF BRITISH RULE
IN INDIA** 69-79

Dr G. Sreenivas Reddy

Guidelines for Authors

Aurora's Journal of Management (AJM) invites original papers from scholars, academicians and practitioners pertaining to management, business, and organizational issues. AJM also welcomes articles dealing with the social, economic and political factors that influence the business and industry. Papers, based on theoretical or empirical research or experience, should illustrate the practical applicability and/ or policy implications of work described.

The Editorial Board offers the following guidelines which are to be followed while contributing papers for publication in AJM:

Manuscript

The Author should send three copies of the final manuscript. The text should be double-spaced on A4 size paper with one-inch margins all around. The Author's name should not appear anywhere on the body of the manuscript to facilitate the blind review process. The Author may send a hard copy of the manuscript to Aurora's Business School or e-mail the MS Word Document at ajm@absi.edu.in. The manuscripts should be submitted in triplicate and should have been proof-read by the Author(s) before submission.

The paper should accompany on separate sheets (1) An executive summary of about 500 words along with five key words, and (2) A brief biographical sketch (60-80) words of the Author describing current designation and affiliation, specialization, number of books and articles in refereed journals, and membership on editorial boards

and companies, etc. along with their contact information.

AJM has the following features:

- Research Articles which present emerging issues and ideas that call for action or rethinking by managers, administrators and policy makers in organizations. Recommended length of the article is 7,500 words.
- Book Reviews which cover reviews of contemporary and classical books on Management and related subjects.
- Articles on social, economic and political issues which deal with the analysis and resolution of managerial and academic issues based on analytical, empir

Headings/Sub-Headings

The manuscript should not contain more than 4-5 headings. It is suggested that lengthy and verbose headings and sub-headings should be avoided.

Acronyms, Quotes and Language

Acronyms should be expanded when used for the first time in the text. Subsequently, acronyms can be used and should be written in capitals only. Quotes taken from books, research papers and articles should be reproduced without any change. American English is recommended as compared to British English. Keeping the diversity of the readers in mind, it is suggested that technical terminologies should be explained in detail while complicated jargon may be avoided.

Tables, Numbers and Percentages

All tables, charts, and graphs should be given on separate sheets with titles. Wherever necessary, the source should be indicated at the bottom. Number and complexity of such exhibits should be as low as possible. All figures should be indicated in million and billion. All graphs should be in black and not in colour. The terms 'and' and 'percentage' should not be denoted by their symbols (& or %). Instead the complete words must be used.

Notes and References

The notes and references shall be presented at the end of the text, with notes preceding the list of references. Both, the notes and references should be numbered in their order of appearance in the text.

Endnotes, italics, and quotation marks should be kept to the minimum.

References should be complete in all respects:

- (a) The reference for journals shall be given as :

Hannan M T and J Freeman (1977), "The Population Ecology of Organizations", American Journal of Sociology, Vol.82, No.5, pp.929-964

- (b) The reference for books shall be given as :

Hooda R P (1998), Indian Securities Market, Excel Books, New Delhi.

Copyright

Wherever copyrighted material is used, the

Authors should be accurate in reproduction and obtain permission from copyright holders, if necessary. Articles published in Aurora's Journal of Management should not be reproduced or reprinted in any form, either in full or in part, without prior written permission from the Editor.

Review Process

The Editorial Board will share the manuscript with two or more referees for their opinion regarding the suitability of the papers/articles for publication. The review process usually takes about 3 months. Aurora's Journal of Management reserves the right of making editorial amendments in the final draft of the manuscript to suit the journal's requirements and reserves the right to reject articles. Rejected articles will not be returned to the Author. Instead, only a formal communication of the decision will be conveyed.

Electronic Copy

The Author is advised to send an electronic version of the manuscript in MS Word once the paper is accepted for publication.

Proofs

Correspondence and proofs for correction will be sent to the first Author unless otherwise indicated.

Reprints

The Author is entitled to receive two reprints free of charge.

PUBLIC ADMINISTRATION EDUCATION IN INDIA: NEED FOR ACTION

**Dr G. Sreenivas Reddy, Dean Academic, Aurora's Business School, Punjagutta, Hyderabad
(He can be reached at sreenivas@absi.edu.in) (Mobile) 91000066, 9963310042**

Abstract

Public Administration (PA) education in India is in a state of deep crisis. This crisis is marked by a multitude of unsavory developments and trends. These, among others, include: the dwindling student enrolment in PA programs both at the undergraduate and post-graduate levels; serious erosion in the quality of research ; falling count faculty numbers due to reluctance to recruit PA faculty in universities and colleges; undeclared withdrawal of state support for higher liberal education; lowered standards of teaching and evaluation in the subject; pedantic methods of teaching and research; insipid, monotonous and heavily monolog-ridden instructional regime in the discipline; the antipathy and clout of generalist civil servants who are apprehensive of moves for professionalizing the PA discipline that they fear would undercut their legitimacy; the New Public Management (NPM) syndrome that is progressively eroding the space for the public domain; the reluctance of the older generation scholarship of PA discipline to think and act innovatively; absence of quality schools of PA on the lines of IITs and IIMs that groom quality manpower in for private sector employment ; lack of interdisciplinary inputs to the discipline befitting it's eclectic nature; very limited interaction between administrators and the scholars of PA and a few more.

Adding fuel to the fire the discipline of PA is now caught between the aggressively hegemonic machinations of the disciplines of Political Science on the one hand and the invasive and expanding Business Management (BM) academia on the other. Further, the curriculum and teaching has been heavily influenced by American tradition without much regard for the Indian roots.

The object of this paper is to provoke as well as kick start a debate on restructuring the PA education in India to elevate it to the status of a robust discipline capable of grooming first rate PA scholars, policy analysts and public managers to serve the

needs of the expanding political economy of India. This, it seeks to do, by taking a balanced view by considering PA both as a discipline and as a profession. This is in contrast to the ineffective attempts at viewing or building PA in silos, either as a mere social science or as a management science.

This paper analyses, rather synoptically, the nature of the present crisis of PA education, major trends and issues debilitating it and the ways forward to restructure it to get its rightful place in the comity of applied social sciences, the genre to which it indeed belongs to. The paper is not meant to sermonize on but only to harmonies some current strands of thinking on reforming the PA discipline to rejuvenate it to increase its practical and theoretical relevance.

Key Words

Public administration, Political science, Public management, Management science, Discipline, Pedagogy, Behaviouralism, New Public Management, Applied social science, Public policy, Governance,

Introduction

PA is both a discipline and practice, both of which are symbiotically related to each other. As a discipline it refers to the composite of teaching, training and research. As a practice or profession it is the aggregate of policies, rules, procedures, processes, systems, organizational structures, practices, personnel, etc. funded by the state. Therefore, the quality of PA profession is closely related to the quality of PA education in the country. It is also dependent upon the close interaction between and mutual learning of the theoretical and practical contributors to the domain of PA.

In the context of this perspective laden statements it is necessary to reflect on the status of PA discipline in India, identify the trends in it and the issues that are limiting its potential to achieve the goals of good governance.

PA education in India has come of age with a history of about three-quarters of a century behind it. It is taught in many universities, colleges, training schools and

institutes of PA across the country at different levels viz., Intermediate or plus Two, undergraduate, postgraduate, diploma and research.

Growing Concern for Reform in PA

There has been a growing concern for reform in PA education in India. This concern is rooted in three main intellectual threads as detailed below.

The impetus of New Public Management (NPM): A number of Anglo-Saxon countries like the UK, New Zealand, Canada, Australia and the United States starting in the early 1980s, began implementing a wide ranging reform programmes that provided both the model and the experience that could be applied in developing countries. The NPM seeks to stone wall as well as roll back the role of the state by applying private sector management principles to government organizations. The enthusiastic dissemination of this model to developing countries was seen by some as a new attempt to colonize development administration with a standardized or rigid western approach. Nevertheless, the language of NPM and its principles such as client focus, decentralization, the separation of policy making from implementation, and the use of private partners for service delivery continues to overtly or covertly inform and color the current thinking about PA in India.

The Structural Adjustment Reforms (SARs): From the mid-1980s, efforts at reforming the PA in developing countries have focused on reducing overall costs of the government. This was done mainly through privatization of state owned enterprises and reduction of the wage bill to bring government spending down to 'sustainable' levels and free up the resources thus saved for other uses more beneficial to the overall economy. However, most of the public sector reforms supported through the SARs have met with considerable resistance and their implementation has rarely been successful. The transition from a highly centralized planning to a market economy mould and from single party systems to multi-party democracies and the fall of the Soviet Union has persuaded governments of hitherto socialist countries also to transform their economies to adhere more to market principles often linked to political reforms.

In the 1990s, a large number of economies, especially in the Central and Eastern Europe and in South-East Asia began this transition. This implied the reorientation of the system of public administration and consequently its educational enterprises in these countries

Objectives of Restructuring

An efficient, responsive, transparent and accountable public administration is paramount for the proper functioning of PA in India. PA profession and the administrative machinery is the basic means through which government strategies to achieve its development goals can be implemented. Further, PA is one of the main vehicles through which the relationship between the state and civil society and the private sector is realized. Thus restructuring of PA education is a means for achieving higher-order development goals – particularly equitable growth, poverty reduction, peace and stability.

The importance of a well-performing PA was reiterated in Resolution 57/277 of the United Nations General Assembly on Public Administration and Development. The resolution states that “an efficient, accountable, effective and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including the MDGs”. The Resolution stresses the need to strengthen public sector administrative and managerial capacity-building in the developing countries and countries and other countries that are in economic transition.

An efficient, responsive, transparent and accountable public administration is a crucial prerequisite for the success of the democratic governance. This kind of democratic governance and good governance are only possible when the country provides for high quality education on PA that is tuned to the goals of efficiency, transparency, responsiveness and accountability.

Trends and Issues

There are many trends in the PA scenario of India that are relevant for our current discussion. They may be synoptically stated as follows:

1. Dwindling student enrolment in PA programs and courses both at the undergraduate, post-graduate levels.
2. Serious erosion in the quality of academic research.
3. Falling faculty numbers due to reluctance of State Governments to recruit PA faculty.
4. Undeclared withdrawal of state support for higher education in the backdrop of New Public Management thinking.
5. Lowered standards of teaching and evaluation in the subject of PA.
6. Pedantic methods of teaching and research in PA.
7. Aggressive and predatory stance of the Political Science (PS) fraternity bent upon denying PA its autonomous status in the already fewer universities in India.
8. Insipid, monotonous and heavily monologist oriented instructional regime in the discipline.
9. The antipathy of the powerful generalist civil servants who are apprehensive of moves any move for professionalizing the PA discipline. They fear that such moves would undercut their legitimacy.
10. The New Public Management (NPM) syndrome that is progressively and covertly or overtly, eroding the space for the public domain.
11. The reluctance and inability of the older generation scholarship of PA discipline to think and act innovatively to rejuvenate the discipline.
12. Absence of quality schools of PA on the lines of IITs and IIMs that groom quality manpower in for private sector employment.
13. Dearth of interdisciplinary inputs to the discipline befitting its eclectic nature

14. Very limited interaction between administrators and the scholars of PA.

15. The aggressively hegemonic machinations of the disciplines of PS on the one hand and the invasive Business Management (BM) on the other.

16. Further, the curriculum and teaching of PA has been influenced by American tradition without much regard for rooting it in the Indian tradition

Components of Restructuring

There are four components of restructuring PA education. They may be listed as:

- i. Curricular restructuring
- ii. Restructuring pedagogy
- iii. Faculty restructuring
- iv. Changing the institutional anchorage and
- v. Other issues.

Curriculum Restructuring

The following are points to be kept in mind while restructuring the PA curriculum:

Firstly, the restructuring should be done in such a way that PA as a discipline should have its own core as distinct from political science and business management.

Secondly, the object of restructuring should be to develop PA pedagogy to serve requirements of an applied behavioral science.

Thirdly, in continuation to point number two, in restructuring care should be taken to develop PA as an applied discipline so that it enables students to get gainful employment. This requires devoting the curriculum of PA in the second year of Masters level exclusively to a particular specialization such as Public Policy, Human Resource Management, Social Welfare Administration, Police Administration etc.

Restructuring Pedagogy

Quality of teaching PA significantly determines the quality of the PA discipline and also the quality of the profession of PA. There are many methods of teaching PA. Broadly there are three broad methods of teaching PA. They are;

1. Conventional methods
2. Interactive methods and
3. Experiential methods.

Conventional methods of teaching PA are mainly two and they are classroom lectures and laboratory sessions. Teaching PA in most of the universities and colleges in India is done exclusively through lecturing method. The utility of this method is restricted and it is limited to giving theoretical and conceptual knowledge and providing a broad understanding of the subject. When used effectively gives student a good starting point but it will not give them everything they would need.

Faculty Restructuring

Faculty composition should be truly inter-disciplinary at the ratio of 50 percent each for PA faculty and faculty of related disciplines such as political science, economics, law, psychology, computer science.

Changing the Institutional Anchorage

The PA education in India should have a proper institutional anchorage. This requires establishment of a series of Indian Institutes of Public Administration (IIPAs) on the lines of IITs and IIMs to provide high quality education in PA. The current IIPA at Delhi is only serving the needs of continuing education of higher civil servants but not beyond.

Other suggestions

Abolition of the anachronistic premier generalist civil service viz., the Indian

Administrative Service will do much to improve the status of PA education in India as it is based on the assumption that public administration is any body's job.

A PG degree in PA should be made mandatory qualification for Class I or Group I Services of the State Governments to improve the quality of public administration and in raising the status of the PA discipline.

Conclusion

This exercise is rather synoptic and has not been based on any survey or a deep study. Yet the author is of the view that a serious study should be launched for toning of the health of PA education in India to serve the administrative needs of India in the backdrop of highly competitive hyper globalization. India, to day, is suffering from serious erosion in the quality of PA. The issues raised and the suggestions made in the paper, if taken note of by academic policy makers, will help in redeeming the potential of PA discipline in serving the needs of practical administration.

Bibliography

1. Sharma, Ramesh K. "Challenges and Opportunities in Public Administration Education in India."
2. Jilani, A. "Reforming Public Administration Education in India: A Case Study Approach." *Public Administration Quarterly*.
3. Gupta, Pawan. "Enhancing Public Administration Education in India: Lessons from Global Practices." *Indian Journal of Public Administration*.
4. Singh, Preeti, and Virender S. Singh. "Redefining the Curriculum of Public Administration Education in India: Insights from Stakeholders." *International Journal of Public Administration*.
5. Mishra, S. N., and R. K. Saxena. "Assessment of Public Administration Education in India: Issues and Perspectives."
6. Rao, P. S. "Capacity Building in Public Administration Education: Indian Context."

7. Verma, Pratap B., and G. R. Kulkarni. "Emerging Trends in Public Administration Education in India: A Comparative Analysis."
8. Mathur, P. N., and A. K. Singh. "Curriculum Development for Public Administration Education in India: Prospects and Challenges."
9. Kumar, R., and A. Singh. "Quality Assurance in Public Administration Education: Indian Scenario."
10. Tiwari, Anupam. "Innovations in Teaching and Learning in Public Administration Education: Insights from India."

HOW SYSTEMATIC PLANS CAN BE FACTORED INTO REGULAR OR EARLY RETIREMENT PLANNING?

Venu Gopal Rajamanuri, Corporate Trainer and Visiting Professor, BFSI

Abstract

Financial planning is both a planned and systematic approach to meet the financial goals that will help people realize their needs and aspirations. A person's life goals that include buying a house, children's education and marriage, retirement income, creation of assets, pursuing entrepreneurial aspirations etcetera could all be met well through prudent financial planning which includes planned cash flows, investment management, insurance, tax, retirement and estate transfer. Although retirement planning is a very important component of financial planning it is often accorded lower priority by the investors. Investors should give equal importance to retirement planning too along with other financial goals. Further, they should start planning early so to get the benefit of lower contribution requirement to meet the corpus goal. Systematic plans can be used effectively to neutralize the risk of the equity markets, to slowly de-risk their investment portfolio and minimize the tax outflow. The investor must have financial discipline and commitment to pursue and meet the goal. Systematic Withdrawal Plan (SWP) is particularly more suitable for those who want to retire early on and look for regular income from their savings. Investors are advised to consult a Professional Financial Advisor to select appropriate retirement plan.

Key words

Financial planning, Retirement planning, Cash flows, Investment management, Estate transfer, VRS, Gratuity, Leave encashment, Systematic Investment Plan(SIP), Systematic Transfer Plan(STP), Systematic Withdrawal Plan(SWP)

Introduction

Financial planning is a planned and systematic approach to successfully reach the

financial goals that will help people fulfill their needs and realize their aspirations. A person's life goals include buying a house, expenses for children's education and marriage, retirement income, creation of assets, pursuing entrepreneurial aspirations etc. Reaching these goals requires planning of cash flows, investment management, insurance, tax, retirement and estate transfer. Even though retirement planning is a very important element of financial planning it is generally and regrettably accorded lower priority by the investors.

What is retirement planning?

Retirement, also called superannuation, is the ultimate stage in the life of a person. It can be normal retirement, early retirement, retirement on medical grounds or voluntary retirement (VRS). Retirement age can vary from 55 to 65 or even earlier, say 45, if one wishes to pursue their passion such as a creative engagement, or taking up a business or perusing of entrepreneurial aspirations. Retirement planning means preparing today for your future life so that you continue to meet all your needs or realize goals and dreams independently. This includes clearly setting out your retirement goals, estimating the amount of money you will need, and investing to grow your retirement savings. Retirement planning also refers to financial strategies of saving, investments, and ultimately distributing money meant to sustain oneself during retirement. Many popular investment vehicles, such as individual retirement accounts (IRAs) and 401(k), allow retirement savers to grow their money with certain tax advantages.

Need of retirement planning

The compelling reasons for proper retirement planning include increasing life span, unexpected contingencies, increasing medical costs, inflationary trends in the economy that erode the value of one's savings, absence of social security benefits, falling interest rates, desire for maintaining good living standards, urge for pursuing one's own hobbies/interests, leaving estate for one's heirs etcetera. Whatever be the reason, it requires attainable savings, careful long term planning, commitment and a disciplined approach to reach the financial goal for ensuring a regular post retirement income.

For the salaried class there are a slew of defined benefit plans like gratuity, leave encashment, and defined contribution plans like EPF and NPS. For the non-salaried class there are several defined contribution plans like PPF, NPS schemes etcetera. Besides the conventional PPF, NPS schemes non-salaried class can use the Systematic Plans in Mutual Funds for an effective and tax efficient retirement planning.

What are Systematic Plans?

Every retirement plan is unique. After all, you may have very specific ideas on how you would like to spend your retired life. This is why it's important to have a systematic plan that is designed specifically to suit your individual needs. Systematic plans enable periodic transactions with a single mandate. Systematic Investment Plans (SIP) help you to tide with market volatility by investing across different market situations, thus giving rupee cost averaging benefit. They allow investment with smaller and affordable periodic surplus funds, like a recurring deposit. Further, they allow you to take part in the stock market without trying to time it, and also to bring in security and discipline to your investments.

Types of Systematic Investment Plans

Systematic investment plans (SIPs) can be of two major types. They are: Systematic Transfer Plans (STPs) and Systematic Withdrawal Plans (SWPs) as explained below.

A systematic transfer plan allows you to periodically transfer or switch a certain amount of units from one mutual fund scheme to another mutual fund scheme of the same mutual fund house. You may consider an STP from an equity scheme to a debt scheme or vice versa depending on the market conditions. Systematic Transfer Plans (STP) enables the rebalancing of the portfolio. They are also used for slowly de-risking the investment portfolio over longer periods. When used in Mutual Fund investments for longer terms like retirement planning there will be no exit loads.

Systematic Withdrawal Plans (SWP) enable the generation of periodic incomes from the investment. SWPs in debt mutual funds can give the most tax efficient

income, for both the short term as well as long term capital gains tax periods. For debt mutual funds the tax treatment for long term capital gains is more beneficial than short term capital gains as LTCG are taxed at 20% after allowing for indexation benefits. Tax efficiency should be an important consideration for all investors, but it is especially important for retired investors who rely on investment to meet their post retirement income needs.

Hypothetical Case of Retirement planning using Systematic plans:

An Individual, who is 35 years of age now, is planning to retire at 60. His monthly requirement in today's value is Rs.50000. At an estimated average inflation of 5% p.a., value of Rs.50000 after 25 years will be Rs.1,70,000 approx. Assuming that his life expectancy is 90, post retirement corpus return at 7%, the corpus required is Rs.255.52 lacs approx. If the corpus is to be computed for inflation adjusted return then required corpus for a real rate of return of 1.90% approx., would be Rs.466.21 lacs

A sample retirement plan for a moderately high risk oriented investor can be, by SIP mode. for first 15 years in equity ETFs, next 5 years into balanced hybrid, next 4 years into Govt. Bond fund and the last year into liquid fund.

The portfolio reallocation can be made by STP mode after 15 years and again after 20 years. At the 25th year beginning entire corpus can be transferred to liquid fund to cut down the risk completely and reach the financial goal safely.

NIFTY has a CAGR of 15.0% in the last 20 years (since 2001) and 14.1% in the last 10 years (since 2011). Source (<https://stableinvestor.com/2018/01/nifty-annual-yearly-returns-historical>).

Nifty 10 year SIP return zooms to 14% – highest in six years (Source: Freefinancial.com, Published on February 5, 2021).

With conservative estimate of (based on above mentioned data)12% post tax returns (Effective monthly rate of 0.95%) on SIP of Nifty Index ETF, for a moderately high risk investor, the maturity value for Rs.100 monthly SIP after 15 years would be Rs.47,654/-

This corpus can be reallocated to a balanced hybrid fund at an estimated post tax return of 9% for the next 5 years through STP mode and fresh SIPs can also be reallocated to a balanced hybrid fund. Assuming a conservative post tax return of 9% (Effective monthly rate of 0.72%) on this allocation the Future value is estimated at Rs.80,815/-

Next 4 years this existing corpus and the fresh SIPs can be reallocated to Govt. bond fund to reduce the risk significantly. The future value at an estimated post tax annual returns of 7% p.a. (Effective monthly rate of 0.56%) would be Rs.1,11,179/-

Last year the existing corpus and the remaining SIP amount can be put in liquid fund to make it totally risk free.

The maturity value of this corpus and the fresh SIPs of Rs.100 with the above allocation, at an estimated 5% post tax returns per annum (Effective monthly rate of 0.415) would be Rs.1,18,007/-

The SIP requirement to meet the corpus target of Rs.255.52 lacs will be Rs.21,653/- per month approx.. $[(255.52 \text{ lacs}/118007) * 100]$

The SIP requirement to meet the inflation adjusted corpus of Rs.466.21 lacs would be Rs.39507 per month approx.. $[(466.52 \text{ lacs} / 118007) * 100]$.

Note: All the above figures are computed using a formula table in MS Excel.

Systematic Withdrawal Plan as effective tax saving retirement planning (hypothetical example)

Assumption: Corpus: Rs. 1,00,00,000,- (Rupees One crore only)

Monthly interest payment on Bond/Bond fund assumed @8% p.a.

Note: All the tax computations are per present tax laws. Tax laws subject to changes from time to time.

Tax outflow for first 3 years:

year	Interest amount @8% on Rs.1 crore corpus Rs.	Tax @ 20% (excluding cess) Rs.	Tax @ 30% (excluding cess) Rs.
1	800000	160000	240000
2	800000	160000	240000
3	800000	160000	240000
	Total	480000	720000

Tax outflows for next 7 years on Monthly interest payment on Bond fund assumed @8% p.a.:

Year	Interest amount p.a. Rs.	Tax @ 20% (excluding cess) Rs.	Tax @ 30% (excluding cess) Rs.
4	800000	160000	240000
5	800000	160000	240000
6	800000	160000	240000
7	800000	160000	240000
8	800000	160000	240000
9	800000	160000	240000
10	800000	160000	240000
	Total	1120000	1680000

Tax outflows under Systematic Withdrawal plan in the first three years:

Year	NAV Rs.	UNITS	Amt invested Rs.	Amount Withdrawn Rs.	Units withdrawn 800000 /NAV Rounded off	Bal. units	Capital gain Compute (rounded off) Rs.	Capital gain amount (rounded off)	Tax @20% excluding cess (rounded off) Rs.	Tax @ 30% excluding cess (rounded off) Rs.
0	10	1000000	100 lacs							
1	10.8	1000000		800000	74074	925926	74075 *0.8	59260	11852	17778
2	11.67	925926		800000	68552	857374	68552	114482 *1.67	22896	34344
3	12.6	857374		800000	63492	793882	63492	165079 *2.6	33016	49524
								Total	67764	101646

Tax outflows under Systematic Withdrawal plan in the next 7 years:

Year	NAV Rs.	UNITS (rounded Off)	Amount Withdrawn Rs.	Units withdrawn 800000 /NAV Rounded off	Bal. units	Indexed Purchase Value at 5% inflation Rs.	Indexed gain Per unit Rs.	Indexed Gain amount Rs.	Capital gain tax @20% after Indexation Benefit Rs.
4	13.61	793882	800000	58780	735102	12.15	1.46	85522	17104
5	14.7	735102	800000	54422	680680	12.76	1.94	105425	21085
6	15.87	680680	800000	50410	630270	13.40	2.47	124400	24880
7	17.14	630270	800000	46674	583596	14.07	3.07	143162	28632
8	18.51	583596	800000	43220	540376	14.77	3.73	161415	32283
9	19.99	540376	800000	40020	500356	15.51	4.48	179160	35832
10	21.59	500356	800000	37054	463302	16.29	5.30	196398	39280
								TOTAL	199096

Tax saving by using Systematic Withdrawal Plan (SWP):

Period	Tax outflow under regular income method @ 20% tax rate Rs.	Tax outflow under SWP method 20% tax rate Rs.	Tax Saving under 20% bracket Rs.	Tax outflow under regular income method at 30% tax rate Rs.	Tax saving under SWP (for 20% tax bracket) Rs.	Tax saving under SWP (for 30% tax bracket) Rs.
First 3 years	480000	67764	412236	720000	101646	618354
Next 7 Years	1120000	199096	820904	1680000	199096	1480904

Conclusion

In view of the increasing life span and medical costs along with inflationary trends an investor should give equal importance to retirement planning too along with other financial goals. Investor should start early to get the benefit of lower contribution requirement to meet the corpus goal.

Systematic plans can be used effectively to neutralize the risk of the equity markets (SIP), slowly de-risk their investment portfolio (STP) and minimize the tax outflow (SWP). The investor must have financial discipline and commitment to pursue and meet the goal.

SWP is particularly more suitable for those who want to retire early and looking for regular income from their savings. Investors are advised to consult a Professional Financial Advisor to select appropriate plan.

Bibliography

1. Blanchett, David M. "Exploring the Retirement Consumption Puzzle." *Journal of Financial Planning*.
2. Bodie, Zvi, et al. "Lifecycle Investing: A New, Safe, and Audacious Way to Improve the Performance of Your Retirement Portfolio." McGraw-Hill Education, 2010.

- 3.** Bengen, William P. "Determining Withdrawal Rates Using Historical Data." *Journal of Financial Planning*.
- 4.** Collins, James M. "The Simple Path to Wealth: Your Road Map to Financial Independence and a Rich, Free Life." JL Collins NH, 2016.
- 5.** Cooley, Philip L., et al. "The Probability of Ruin in Retirement: A Simple Model." *Journal of Financial Planning*.
- 6.** Ferreira, Pedro, et al. "Retirement Planning and Financial Literacy: A Review of the Literature." *Journal of Pension Economics & Finance*.
- 7.** Milevsky, Moshe A. "Are You a Stock or a Bond? Create Your Own Pension Plan for a Secure Financial Future." FT Press, 2008.
- 8.** Robbins, Tony. "Money: Master the Game: 7 Simple Steps to Financial Freedom." Simon & Schuster, 2014.
- 9.** Thakor, Anil, and Harold Mulherin. "Investment Opportunities as Real Options: Getting Started on the Numbers." *Journal of Applied Corporate Finance*.
- 10.** Vanderkam, Laura. "168 Hours: You Have More Time Than You Think." Portfolio/Penguin, 2010.

POST MODERN PUBLIC ADMINISTRATION

Dr G. Sreenivas Reddy, Dean Academic, Aurora's Business School, Hyderabad
(He can be reached at srinivas.gangidi@gmail.com)

Abstract

Postmodern public administration represents a departure from traditional administrative paradigms by challenging the notion of a single, universally applicable model for governance. Unlike classical and modern administrative theories which prioritize hierarchical structures, rational decision-making, and efficiency, postmodern approaches acknowledge the complexities and uncertainties inherent in public administration. Postmodern public administration emphasizes the importance of context, plurality, and reflexivity. It recognizes that administrative practices are contingent upon historical, cultural, and social contexts, and therefore cannot be universally standardized. Instead, it advocates for flexible, context-specific approaches that accommodate diverse perspectives and values.

Introduction

Public administration, as a field of study and practice, has evolved significantly over time, reflecting changes in societal values, political ideologies, and administrative theories. One of the most notable developments in the realm of public administration is the emergence of postmodern approaches, which challenge traditional assumptions about governance, authority, and organizational dynamics.

Postmodern public administration represents a departure from the linear, rationalistic models that dominated much of administrative theory in the past. It is rooted in poststructuralist philosophy and critical theory, drawing inspiration from thinkers such as Michel Foucault, Jacques Derrida, and Jean-François Lyotard. These scholars questioned the notion of fixed truths and sought to deconstruct dominant discourses that shape our understanding of the world. Postmodern public

administration reflects a fundamental shift in how we conceptualize and practice governance. Rather than adhering to a one-size-fits-all approach, postmodernism emphasizes the contingent nature of administrative processes, acknowledging the complexities and ambiguities inherent in public policy and decision-making.

Keywords

postmodern public administration, social condition, social research, postmodern research, policy analysis, public administration research

Meaning

Post modernity is the quality or condition of being postmodern. It is a period or movement representing a departure from modernism and characterized by the self-conscious use of earlier styles and conventions, a mixing of different artistic styles and media, and a general distrust of theories. Post modernism, also spelled postmodernism, in Western philosophy, a late 20th-century movement characterized by broad skepticism, subjectivism, or relativism; a general suspicion of reason; and an acute sensitivity to the role of ideology in asserting and maintaining political and economic power. **Post modernism** refers to any of several artistic movements since about the 1960s that have challenged the philosophy and practices of modern arts or literature. A literature this has amounted to a reaction against an ordered view of the world and therefore against fixed ideas about the form and meaning of texts. In its reaction against Modernist ideals (*see* Modernism) such as auto telic art and the original masterpiece, postmodern writing and art emphasize devices such as pastiche and parody and the stylized technique of the antinovel and magic realism. Postmodernism has also led to a proliferation of critical theories, most notably deconstruction and its offshoots, and the breaking down of the distinction between “high” and “low” culture.

Postmodernism is largely a reaction against the intellectual assumptions and values of the modern period in the history of Western philosophy roughly corresponding to the period from the 17th and the 19th century. Many of the doctrines closely

associated with postmodernism can fairly be described as the straightforward denial of general philosophical viewpoints that were taken for granted during the 18th-century Enlightenment, though they were not unique to that period. The most important of these viewpoints that are denied by post modernity are the following.

- 1.** There is an objective natural reality, a reality whose existence and properties are logically independent of human beings—of their minds, their societies, their social practices, or their investigative techniques. Postmodernists dismiss the idea of realism as native .Reality as we generally talk of is, according to postmodernists, is only a conceptual construct and an artifact of scientific practice and language. This point of reality as not real also applies to the investigation of past events by historians and to the description of social institutions, structures, or practices by social scientists.
- 2.** The descriptive and explanatory statements of scientists and historians can be in principle, be objectively true or false. The postmodern denial of this viewpoint—which follows from the rejection of an objective natural reality—is sometimes expressed by saying that there is no such thing as Truth.
- 3.** Through the use of reason and logic and with the more specialized tools provided by science and technology, human beings are likely to change themselves and their societies for the better. It is reasonable to expect that future societies will be more humane, more just, more enlightened, and more prosperous than they are now. Postmodernists deny this Enlightenment faith in science and technology as instruments of human progress. Indeed, many postmodernists hold that the misguided (or unguided) pursuit of scientific and technological knowledge led to the development of technologies for killing on a massive scale in World War II. Some go so far as to say that science and technology—and even reason and logic—are inherently destructive and oppressive, because they have been used by evil people, especially during the 20th century, to destroy and oppress others.
- 4.** Reason and logic are universally valid—i.e., their laws are the same for, or apply equally to, any thinker and any domain of knowledge. For postmodernists, reason

and logic too are merely conceptual constructs and are therefore valid only within the established intellectual traditions in which they are used.

5. There is such a thing as human nature; it consists of faculties, aptitudes, or dispositions that are in some sense present in human beings at birth rather than learned or instilled through social forces. Postmodernists insist that all, or nearly all, aspects of human psychology are completely socially determined.

6. Language refers to and represents a reality outside itself. According to postmodernists, language is not such a “mirror of nature,” as the American pragmatist philosopher Richard Rorty characterized the Enlightenment view. Inspired by the work of the Swiss linguist Ferdinand de Saussure, postmodernists claim that language is semantically self-contained, or self-referential: the meaning of a word is not a static thing in the world or even an idea in the mind but rather a range of contrasts and differences with the meanings of other words. Because meanings are in this sense functions of other meanings—which themselves are functions of other meanings, and so on—they are never fully “present” to the speaker or hearer but are endlessly “deferred.” Self-reference characterizes not only natural languages but also the more specialized “discourses” of particular communities or traditions; such discourses are embedded in social practices and reflect the conceptual schemes and moral and intellectual values of the community or tradition in which they are used. The postmodern view of language and discourse is due largely to the French philosopher and literary theorist Jacques Derrida (1930–2004), the originator and leading practitioner of deconstruction.

7. Human beings can acquire knowledge about natural reality, and this knowledge can be justified ultimately on the basis of evidence or principles that are, or can be, known immediately, intuitively, or otherwise with certainty. Postmodernists reject philosophical foundationalism—the attempt, perhaps best exemplified by the 17th-century French philosopher Descartes' dictum *cogito, ergo sum* (“I think, therefore I am”), to identify a foundation of certainty on which to build the edifice of empirical (including scientific) knowledge.

8. It is possible, at least in principle, to construct general theories that explain many

aspects of the natural or social world within a given domain of knowledge—e.g., a general theory of human history, such as dialectical materialism. Furthermore, it should be a goal of scientific and historical research to construct such theories, even if they are never perfectly attainable in practice. Postmodernists dismiss this notion as a pipe dream and indeed as symptomatic of an unhealthy tendency within Enlightenment discourses to adopt “totalizing” systems of thought (as the French philosopher Emmanuel Levinas called them) or grand “met narratives” of human biological, historical, and social development (as the French philosopher Jean-François Lyotard claimed). These theories are pernicious not merely because they are false but because they effectively impose conformity on other perspectives or discourses, thereby oppressing, marginalizing, or silencing them. Derrida himself equated the theoretical tendency toward totality with totalitarianism.

Characteristics of Post Modern Public Administration

- 1. Deconstruction of Grand Narratives:** Postmodernism critiques the idea of overarching, met narratives that seek to explain social phenomena. In public administration, this entails questioning dominant ideologies and challenging the assumption of a singular, objective truth.
- 2. Pluralism and Diversity:** Postmodernism celebrates diversity and pluralism, recognizing that multiple interpretations and perspectives exist within any given administrative context. Rather than seeking to impose a single framework, postmodern public administration encourages the incorporation of diverse voices and viewpoints in decision-making processes.
- 3. Reflexivity and Self-awareness:** Postmodern approaches emphasize reflexivity, or the critical examination of one's own assumptions, biases, and values. Administrators are encouraged to acknowledge their own subjectivity and engage in ongoing reflection to better understand the complexities of their roles and responsibilities.
- 4. Power and Discourse Analysis:** Postmodernism highlights the role of

power dynamics and discursive practices in shaping administrative processes and outcomes. It calls attention to the ways in which language, rhetoric, and symbolism influence perceptions of authority and legitimacy within public organizations.

- 5. Embrace of Complexity and Ambiguity:** Postmodernism rejects the notion of linear, deterministic approaches to governance in favor of embracing complexity and ambiguity. Administrators are encouraged to navigate uncertainty and adapt to changing circumstances through flexible, improvisational strategies.
- 6. Ethical Considerations:** Postmodern public administration underscores the importance of ethical awareness and responsibility in decision-making. It encourages administrators to consider the ethical implications of their actions and prioritize principles such as justice, equity, and inclusivity.

Features of Postmodern Public Administration

- 1. Critique of Met narratives:** Postmodernism challenges grand narratives or overarching frameworks that claim to provide universal truths about governance and society. Instead, it highlights the diversity of human experiences and perspectives, recognizing that different voices may offer alternative understandings of public administration.
- 2. Embrace of Complexity:** Postmodern approaches emphasize the complexity and unpredictability of administrative systems. Rather than seeking to impose rigid structures or hierarchies, postmodern public administration acknowledges the fluidity of power relations and the dynamic nature of organizational life.
- 3. Pluralism and Diversity:** Postmodernism celebrates diversity and encourages the inclusion of marginalized voices in administrative processes. It rejects the idea of a single, homogeneous public sphere in favor of recognizing the multiplicity of identities, interests, and values within society.

- 4. Reflexivity and Self-awareness:** Postmodern public administration promotes reflexivity among administrators, urging them to critically examine their own assumptions, biases, and positions of privilege. By fostering self-awareness, administrators can better navigate the complexities of governance and engage in more ethical decision-making.
- 5. Ethical Considerations:** Postmodernism highlights the ethical dimensions of public administration, calling attention to issues of social justice, equity, and inclusivity. Administrators are encouraged to consider the broader implications of their actions and policies, especially for marginalized and vulnerable populations.
- 6. Innovation and Adaptation:** Postmodern approaches encourage innovation and adaptability in administrative practices. Rather than relying on fixed rules or procedures, administrators are encouraged to experiment with new forms of governance and organizational structures that better respond to the needs of diverse communities.

Role of Postmodern Public Administration

The role of Postmodern Public Administration is multifaceted and reflects a departure from traditional administrative paradigms. It encompasses several key functions and principles that guide the practice and study of public administration in contemporary society.

- 1. Critical Analysis:** Postmodern Public Administration engages in critical analysis of existing administrative structures, practices, and ideologies. It questions dominant narratives and power dynamics within public organizations, seeking to uncover hidden biases and inequalities.
- 2. Embrace of Diversity:** Postmodernism celebrates diversity and pluralism, acknowledging the multiplicity of perspectives, identities, and values within society. As such, Postmodern Public Administration strives to create inclusive environments that respect and accommodate diverse voices and experiences.

- 3. Contextual Sensitivity:** Postmodern approaches recognize the importance of context in shaping administrative processes and outcomes. Rather than prescribing universal solutions, Postmodern Public Administration emphasizes the need for contextually sensitive approaches that take into account the unique social, cultural, and political dynamics of specific situations.
- 4. Reflexivity and Self-awareness:** Postmodern Public Administration promotes reflexivity among administrators, encouraging them to critically examine their own assumptions, biases, and positions of privilege. By fostering self-awareness, administrators can better understand their roles within the broader socio-political context and work towards more ethical and equitable decision-making.
- 5. Innovation and Adaptability:** Postmodernism encourages innovation and adaptability in administrative practices. Postmodern Public Administration seeks to challenge entrenched bureaucracies and embrace flexible, responsive approaches to governance that can effectively address emerging challenges and opportunities.
- 6. Ethical Engagement:** Postmodern approaches highlight the ethical dimensions of public administration, emphasizing principles such as social justice, equity, and accountability. Postmodern Public Administration encourages administrators to consider the broader societal implications of their actions and policies, especially for marginalized and vulnerable populations.
- 7. Participatory Governance:** Postmodern Public Administration advocates for participatory forms of governance that involve citizens and stakeholders in decision-making processes. By engaging diverse perspectives and promoting dialogue and collaboration, participatory governance can enhance the legitimacy and effectiveness of public policies and programs.

- 8. Adaptive Leadership:** Postmodern Public Administration calls for adaptive leadership that is responsive to changing circumstances and open to new ideas and perspectives. Adaptive leaders are able to navigate complexity, uncertainty, and ambiguity, guiding organizations through periods of transformation and innovation.

Trends Postmodern Public Administration

- 1. Decentralization and Devolution:** Postmodern Public Administration trends towards decentralization and devolution of authority, recognizing the importance of local knowledge, autonomy, and responsiveness in governance. This trend reflects a move away from hierarchical, top-down approaches towards more participatory and community-based models of decision-making and service delivery.
- 2. Networked Governance:** Postmodern approaches emphasize the importance of networked governance, which involves collaboration and partnerships among multiple stakeholders, including government agencies, nonprofit organizations, private sector entities, and community groups. Networked governance facilitates the co-production of public goods and services, enabling more holistic and inclusive approaches to problem-solving and policy implementation.
- 3. Emphasis on Complexity and Uncertainty:** Postmodern Public Administration acknowledges the inherent complexity and uncertainty of contemporary governance challenges. This trend underscores the need for adaptive, flexible, and contextually sensitive approaches to administrative practice that can accommodate diverse perspectives and respond effectively to dynamic and unpredictable environments.
- 4. Cultural and Contextual Sensitivity:** Postmodernism emphasizes the importance of cultural and contextual sensitivity in administrative decision-making and policy formulation. This trend highlights the need to recognize

and respect diverse cultural norms, values, and practices, particularly in multicultural and pluralistic societies. Cultural competency and inclusivity are key priorities in Postmodern Public Administration.

- 5. Ethical Leadership and Governance:** Postmodern approaches prioritize ethical leadership and governance, emphasizing principles such as transparency, integrity, accountability, and social justice. This trend underscores the importance of ethical decision-making processes that consider the broader social, environmental, and intergenerational implications of administrative actions and policies.
- 6. Integration of Technology and Innovation:** Postmodern Public Administration embraces the integration of technology and innovation in governance processes. This trend involves leveraging digital tools, data analytics, and information systems to enhance service delivery, improve decision-making, and increase public participation and engagement. However, it also raises important questions about data privacy, digital equity, and the ethical use of technology in governance.
- 7. Critical Reflection and Reflexivity:** Postmodernism encourages critical reflection and reflexivity among administrators, policymakers, and public servants. This trend involves questioning taken-for-granted assumptions, power dynamics, and institutional norms, and engaging in continuous learning and self-awareness to navigate complex ethical and political dilemmas in public administration.
- 8. Embrace of Diversity and Inclusivity:** Postmodern Public Administration promotes diversity, equity, and inclusivity in administrative practices and policy outcomes. This trend emphasizes the importance of representation, voice, and participation for historically marginalized and underrepresented groups, as well as the recognition and redress of systemic inequalities and injustices in governance structures and processes.

Concepts Postmodern Public Administration

Concepts of Postmodern Public Administration underscore the need for critical reflection, inclusivity, contextual sensitivity, ethical engagement, and innovation in governance processes. By embracing these concepts, public administrators and policymakers can work towards creating more equitable, democratic, and sustainable forms of governance that better serve the needs and interests of diverse communities and stakeholders.

Deconstruction: Drawing from poststructuralist philosophy, Postmodern Public Administration emphasizes the deconstruction of dominant discourses, power structures, and administrative practices. This involves critically examining and questioning taken-for-granted assumptions about governance, authority, and organizational norms, and uncovering the underlying power dynamics that shape administrative processes and outcomes.

Pluralism: Postmodernism celebrates diversity and pluralism, recognizing the multiplicity of perspectives, values, and interests within society. In the context of public administration, pluralism entails acknowledging and accommodating diverse voices and experiences in decision-making processes, policy formulation, and service delivery, and promoting inclusivity and representation for marginalized and underrepresented groups.

Contextualize: Postmodern Public Administration emphasizes the importance of context in shaping administrative practices and outcomes. This concept recognizes that governance processes are contingent upon historical, cultural, political, and social contexts, and therefore cannot be universally standardized. Contextualize calls for contextually sensitive approaches to governance that take into account the specific needs, challenges, and dynamics of particular communities and situations.

Reflexivity: Reflexivity is a key concept in Postmodern Public Administration, referring to the process of critically reflecting on one's own assumptions, biases, values, and positions of privilege. Reflexivity encourages administrators and policymakers to interrogate their roles within larger socio-political contexts,

recognize the limitations of their knowledge and perspectives, and engage in ongoing self-awareness and learning to navigate complex ethical and political dilemmas in governance.

Power and Discourse: Postmodernism highlights the role of power and discourse in shaping administrative processes and outcomes. This concept emphasizes the ways in which language; rhetoric, symbolism, and institutional norms influence perceptions of authority, legitimacy, and truth within public organizations. Understanding power dynamics and discursive practices is crucial for identifying and challenging inequalities, injustices, and forms of oppression in governance structures and practices.

Ethical Engagement: Postmodern Public Administration prioritizes ethical engagement in administrative decision-making and policy formulation. This concept emphasizes the importance of transparency, integrity, accountability, and social justice in governance processes, and calls for ethical considerations to be integrated into all aspects of administrative practice. Ethical engagement involves grappling with complex moral dilemmas, balancing competing interests and values, and striving to promote the common good and well-being of society.

Innovation and Adaptation: Postmodern approaches encourage innovation and adaptation in administrative practices. This concept recognizes the dynamic and unpredictable nature of contemporary governance challenges and calls for flexible, responsive, and creative approaches to problem-solving and decision-making. Innovation and adaptation involve experimenting with new ideas, technologies, and organizational structures, and embracing change as a necessary and inevitable aspect of governance in a rapidly evolving world.

Conclusion

Postmodern Public Administration represents a significant departure from traditional administrative theories, emphasizing complexity, plurality, and reflexivity in governance processes. Throughout its evolution, Postmodern Public Administration has challenged the assumptions of rationality, hierarchy, and

universal applicability that characterize classical and modern administrative thought. Postmodern Public Administration underscores the importance of deconstructing dominant discourses, embracing diversity and pluralism, and recognizing the contextual nature of administrative practices. It promotes reflexivity among administrators, encouraging critical reflection on assumptions, biases, and power dynamics. Moreover, Postmodern Public Administration prioritizes ethical engagement, innovation, and adaptation in addressing the dynamic and unpredictable challenges of contemporary governance. While Postmodern Public Administration does not adhere to a singular, unified theory, it encompasses a range of perspectives and approaches that contribute to its theoretical richness and practical relevance. Whether through critical postmodernism, feminist theory, post colonialism, or other strands of thought, Postmodern Public Administration offers insights and principles that challenge existing norms and pave the way for more inclusive, responsive, and equitable forms of governance. Postmodern Public Administration calls upon practitioners and scholars to navigate the complexities of governance with humility, openness, and a commitment to social justice and ethical integrity. By embracing diversity, reflexivity, and innovation, Postmodern Public Administration offers a framework for addressing the multifaceted challenges of contemporary society and advancing the collective well-being of communities and stakeholders.

Bibliography

1. Burrell, G., & Morgan, G. (1979). Sociological paradigms and organizational analysis: Elements of the sociology of corporate life. Heinemann Educational Books.
2. Clegg, S. R. (Ed.). (2008). Sage directions in organization studies.
3. Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving, not steering. M.E. Sharpe.
4. Farmer, J. (1995). Rethinking public administration: An overview. Public Administration

- 5.** Hood, C. (1991). A public management for all seasons? *Public Administration*
- 6.** Khademian, A. M. (Ed.). (1999). *The new public management: Improving research and policy dialogue.*
- 7.** Osborne, D., & Gaebler, T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector.* Plume.
- 8.** Pollitt, C., & Bouckaert, G. (2011). *Public management reform: A comparative analysis-new public management, governance, and the Neo-Weberian state.*
- 9.** Rhodes, R. A. W. (1997). *Understanding governance: Policy networks, governance, reflexivity and accountability.*
- 10.** Schedler, K., & Proeller, I. (2002). *Postmodern public administration: Toward discourse.* In *Public administration in transition* Springer.
- 11.** Stoker, G. (Ed.). (2006). *Public management and governance.* Routledge.
- 12.** Weber, M. (1946). *From Max Weber: Essays in sociology.*

PUBLIC ADMINISTRATION IN THE 21ST CENTURY: OPPORTUNITIES, CHALLENGES AND THE PATH FORWARD

**D. Rupali, Assistant Professor and HOD, Department of Public Administration,
St. Francis College, Begumpet, Hyderabad
(She can be reached at rupali_rupali12@sfc.ac.in)**

Abstract

The paper titled "Public Administration in the 21st Century: Opportunities, Challenges, and the Path Forward" delves into the changing landscape of public administration in the modern era. It aims to provide a comprehensive understanding by uncovering unexplored opportunities, addressing challenges, and suggesting pathways for progress. The research critically assesses the contemporary challenges faced by public administration, ranging from the call for transparency and accountability to adapting to global transformations. Through a thorough examination of existing literature, the study elucidates the interconnected nature of these challenges and their impact on operational efficiency and overall effectiveness. The research begins by exploring untapped opportunities within public administration, leveraging technological advancements, demographic shifts, and global interconnectedness to enhance governance and service delivery. A comprehensive literature review is conducted to synthesize insights into potential opportunities, such as employing data analytics for evidence-based decision-making and utilizing digital communication for citizen engagement. The study investigates strategic avenues for progress within public administration, examining existing pathways that can lead to transformative change. By synthesizing information on strategic frameworks and innovative approaches, the research offers practical insights into how advancements can be strategically pursued to address the evolving governance landscape. This research paper contributes valuable insights for policymakers, scholars, and practitioners, offering input to foster advancements in public administration practices. These advancements aim to promote more effective and responsive governance in the 21st century.

Keywords

Public administration, transparency, accountability, efficiency

Introduction

The dynamism of the 21st century has ushered in a rapid pace of change, distinguishing it markedly from earlier eras. In this fast-growing civilized world, the role and importance of public administration in different areas have spread their roots from space to beneath the surface of the earth. This unique landscape presents both challenges and opportunities across various domains. In the realm of Public Administration, the need to adapt becomes particularly pronounced. To navigate the complexities of contemporary governance, it is imperative to evolve new theories, revamp the curriculum, and adopt new pedagogy with innovative administrative practices. The challenges posed by the 21st century are diverse, encompassing technological advancements, globalization, demographic shifts, environmental concerns, and evolving societal expectations. Public administration, as a field, must grapple with these multifaceted issues that demand innovative solutions. Simultaneously, the era presents unprecedented opportunities for leveraging technology, fostering global collaborations, and adopting progressive administrative strategies. Remarkably, the existing literature on public administration often falls short in addressing the transformative requirements of the 21st century. This lacuna necessitates a concerted effort to fill the gap by developing new insights and practical approaches tailored to the contemporary milieu.

In response to this imperative, the endeavor is to initiate a comprehensive exploration and discussion. This involves delving into uncharted territories of public administration to dissect the evolving challenges and opportunities of the 21st century. It is not merely an academic exercise but a pragmatic response to the call for redefining the paradigms of public administration to align with the demands of a rapidly changing world. By undertaking this initiative, the aim is to stimulate critical discourse and encourage scholars, practitioners, and policymakers to

contribute to the development of a robust theoretical and practical foundation for 21st-century public administration. The goal is to foster a proactive and adaptive approach that equips the field with the tools needed to effectively address the challenges and harness the opportunities that characterize the contemporary global landscape

Nature of Public Administration in the 21st Century

The 21st century, spanning from January 1, 2001, to December 31, 2100, is a defining era in the annals of human history. Marked by unprecedented global interconnectivity, the century unfolds in the backdrop of a highly digitized and artificial intelligence-driven world, extending its influence beyond Earth to include interplanetary exploration involving celestial bodies like Earth, Moon, Mars, and beyond. In this epoch, the traditional strength and sovereignty of nation-states appear to be waning. Speculations about the potential disappearance of nation-states surface, driven by the forces of globalization, technological advancements, and the challenges posed by a digital and interplanetary world. The once-centralized power structures of nations find themselves adapting to a paradigm where borders become porous and the influence of non-state actors becomes more pronounced.

Simultaneously, the demographic composition of nations is undergoing a transformative shift. Falling population rates and aging demographics present challenges such as an increased demand for geriatric services and a reevaluation of fertility-related policies. The once-boasted demographic dividend of youthful nations, including India, faces the prospect of diminishing over time. As the 21st century unfolds; pollution emerges as a mounting concern, both terrestrial and cosmic. Environmental degradation on Earth and the implications of human activities on cosmic bodies necessitate urgent attention and sustainable practices to ensure the well-being of the planet and potential celestial habitats.

Amidst these cosmic confusions, a new world order is taking shape. The intricate interplay of global, technological, and demographic forces requires a nuanced

understanding and adaptive strategies to navigate the uncertainties of the 21st century. This cosmic confusion serves as a call to action, urging humanity to rethink traditional paradigms, forge international collaborations, and develop innovative solutions to address the complex challenges that define this transformative era.

In the 21st century, public administration faces a transformative shift in its nature as a discipline. While new theories have been relatively scarce, with notable exceptions like the Public Value Paradigm and Network Governance, the discipline must combat the challenge of adapting traditional theories to meet the demands of a rapidly changing global landscape. Numerous political, socio-economic, and technological changes are reshaping the world, evident in the emergence of regional groupings, the celebration of multiculturalism, and the onset of the fourth industrial revolution. These changes necessitate a fresh perspective on the part of public administration, calling for the incorporation of innovative theories and approaches to address contemporary challenges.

The competencies demanded in the 21st century differ significantly from those of previous generations. The focus now shifts towards collaborative leadership, global intercultural competencies, and the ability to respond nimbly to rapidly changing circumstances. As such, there is a compelling need to revise and enrich the public administration curriculum to ensure that it equips students with the skills required to navigate the complexities of modern governance. This evolution in the nature of public administration education calls for new pedagogies that go beyond traditional methods. Students of public administration should not only comprehend the workings of traditional government institutions and processes but also gain a broader understanding of diverse organizations, roles, and processes involved in governance. The curriculum must reflect the multidisciplinary and dynamic nature of contemporary public service. Furthermore, international collaboration and intercultural understanding emerge as paramount considerations. As the world becomes increasingly interconnected, public administration professionals must learn to work collaboratively across borders and cultures to overcome differences and address global challenges effectively. Incorporating international and intercultural perspectives into the curriculum becomes crucial in preparing future

leaders who can navigate the complexities of an interconnected and interdependent world.

In essence, the nature of Public Administration in the 21st century demands a paradigm shift in theory, curriculum, and pedagogy. It requires a holistic approach that not only acknowledges the traditional aspects of governance but also embraces the diversity and dynamism inherent in the contemporary global landscape. This evolution positions Public Administration as a vital discipline that shapes leaders capable of steering nations through the challenges and opportunities of the modern era.

Objectives of the Study

1. To identify the challenges faced in the discipline of public administration
2. To investigate the potential opportunities available in the domain of public administration.
3. To know the avenues for advancements in the discipline of public administration, particularly focusing on progress in the 21st century.

Statement of the Problem

Despite the growing acknowledgment of the need to explore opportunities, challenges, and advancements in public administration in the 21st century, there exists a notable gap in the current literature. Existing studies often lack a comprehensive examination of the specific untapped opportunities within public administration and fail to provide practical insights into how these opportunities can be identified and harnessed for effective governance.

Moreover, the literature review indicates a limited understanding of the contemporary challenges faced by public administration, particularly regarding their nuanced impact on operational efficiency and overall effectiveness. There is a research gap in the exploration of the interconnected nature of these challenges and the absence of in-depth analyses on how they influence the functioning of public administration in the modern era. Furthermore, while the importance of

advancements in public administration is acknowledged, there is a research gap concerning a systematic exploration of available pathways for progress tailored to the demands and intricacies of the 21st century. The literature lacks a comprehensive examination of strategic avenues for evolution and enhancement to address the evolving landscape of governance. In essence, the identified research gap underscores the need for a more holistic and integrated approach to understanding and addressing the opportunities, challenges, and advancements within public administration in the contemporary context.

Research Methodology

This study will employ a comprehensive review of secondary data to address the outlined objectives. A systematic literature review will be conducted to identify and synthesize existing insights on untapped opportunities, challenges, and advancements in public administration in the 21st century. Databases such as PubMed, JSTOR, and government repositories will be explored to gather scholarly articles, reports, and policy documents. A structured approach will be employed to extract relevant information, and thematic analysis will be conducted to identify patterns and gaps in the existing literature. The secondary data will be critically evaluated to ensure the credibility and relevance of the selected sources. This methodology allows for a rigorous exploration of the research objectives while drawing on a diverse range of existing knowledge in the field of public administration.

In the 21st century, professionals in various fields, including public administration, face distinct challenges that necessitate a paradigm shift in skills and approaches. Some of the challenges faced in the discipline of public administration are the following.

Collaborative and Networking Skills: In an era marked by globalization and interconnectedness, professionals, especially in public administration, require strong collaborative skills. The ability to work effectively with diverse stakeholders, both within and outside traditional organizational boundaries, is crucial. Networking skills become essential to forge partnerships, share

information, and foster collective problem-solving. The ability to build bridges and work collectively is essential for addressing complex societal challenges that often transcend organizational boundaries.

Adaptability to Rapidly Changing Technologies: The swift progress in technology presents a distinctive challenge. Overcoming technological lag requires investments in digital infrastructure, training, and cultivating an innovative culture. Professionals must possess the ability to quickly adjust to new technologies as older ones rapidly become obsolete. Sluggish adoption of technology creates hurdles in data management and service delivery, emphasizing the importance of utilizing emerging technologies for enhanced service delivery, data management, and decision-making to remain relevant and effective.

Reducing Dependence on Hierarchies: Traditional hierarchical structures often hinder agility and responsiveness. Professionals must navigate away from over-dependence on rigid hierarchies to foster a more agile and adaptive work environment. This involves embracing flatter organizational structures that encourage open communication, innovation, and quicker decision-making processes. A significant paradigm shift involves moving towards shared power relations within organizations. Instead of a top-down approach, where decision-making authority is concentrated at the top, there is a growing recognition of the need for distributed leadership and shared decision-making. This approach fosters a sense of ownership and commitment among team members, promoting a more inclusive and collaborative workplace culture.

Capacity Building Programs: Investigate the establishment of programs to enhance the skills and capabilities of public administration professionals. This includes training initiatives, skill development programs, and continuous learning opportunities to ensure that government officials are well-equipped to navigate evolving challenges.

Community-Based Initiatives: Explore the effectiveness of community-based initiatives in addressing local challenges. This involves engaging with communities, empowering local leaders, and fostering grassroots participation in

public administration to ensure that policies align with the unique needs of different communities.

Innovative Financing Models: Public administration faces resource limitations impacting program implementation and infrastructure development. Addressing this challenge requires strategic resource allocation and exploring alternative funding sources. Investigate alternative financing models to fund public administration projects. This includes exploring impact investing, social impact bonds, and other innovative financial mechanisms that can attract private investment and support sustainable and impactful government initiatives.

Ethical Governance Practices: Examine opportunities to strengthen ethical governance practices within public administration. This involves the implementation of robust codes of conduct, transparency measures, and accountability frameworks to ensure ethical decision-making and build public trust.

Crisis Management Strategies: Explore potential opportunities for developing effective crisis management strategies within public administration. This includes analyzing and implementing comprehensive plans for disaster response, emergency preparedness, and recovery to safeguard public safety and well-being. Overcoming this challenge involves developing comprehensive crisis management plans, regular drills, and collaboration with relevant stakeholders.

Healthcare Delivery Optimization: Investigate innovative approaches to optimize healthcare delivery within public administration. This encompasses exploring telemedicine, preventive health measures, and strategies to improve healthcare accessibility for all citizens, ensuring a more responsive and inclusive healthcare system.

Political Interference: Challenges arise from political interference, where administrators must navigate conflicting political agendas. This necessitates the establishment of mechanisms to maintain administrative autonomy while aligning with broader political goals.

Globalization Impacts: Public administration must navigate the impacts of globalization, including cross-border issues. Addressing this involves developing international partnerships, coordinating policies, and adapting to global economic trends.

Changing Demographics: Adapting to changing demographics involves addressing diverse needs and ensuring inclusivity. Strategies include conducting demographic analyses, designing flexible policies, and promoting diversity within the administrative framework

Transparency and Accountability: Ensuring transparency and accountability is challenging but crucial for fostering public trust. Rebuilding public trust requires transparent communication, ethical behaviour, and responsive governance practices. Addressing this challenge involves proactive engagement with the public, emphasizing accountability, and demonstrating responsiveness

This requires open communication, accessible information, and mechanisms to hold administrators accountable for their actions

Interagency Coordination: Seamless coordination among government agencies is challenging due to siloed structures. Overcoming this involves establishing communication channels, fostering collaboration, and promoting a shared vision among agencies.

Social Equity Concerns: Addressing social equity concerns requires designing policies that minimize disparities. Efforts involve conducting equity assessments, promoting inclusivity, and implementing targeted interventions.

Policy Implementation Gaps: Bridging gaps between policy formulation and implementation requires addressing obstacles such as resource shortages and resistance to change. Strategies include effective communication, capacity building, and monitoring mechanisms.

The challenges of the 21st century demand a departure from conventional professional norms. Professionals, especially in public administration, must

cultivate collaborative skills, embrace technological advancements, restructure organizational hierarchies, and foster shared power relations to thrive in an ever-evolving professional landscape.

Public Administration in the 21st Century: Embracing Opportunities

In the ever-evolving landscape of the 21st century, Public Administration encounters a host of opportunities that can redefine governance and public service delivery. These opportunities stem from various domains, each presenting a chance for transformation and improvement.

Digital Transformation: The pervasive use of technology offers a significant opportunity to streamline administrative processes. Digitalization and automation can significantly reduce paperwork, enhance data accuracy, and optimize workflow efficiency within public administration. Embracing modern technological tools enables governments to operate more effectively and responsively. This transformative approach leverages digital tools to usher in a new era of streamlined and user-friendly administrative practices.

Data Analytics: The era of big data presents an opportunity for governments to engage in data-driven decision-making. Harnessing data analytics can lead to more informed policy formulation, precise resource allocation, and a deeper understanding of societal needs. This analytical approach enhances the quality and effectiveness of public administration in addressing complex challenges.

E-Government Initiatives: The rise of E-government initiatives is a transformative opportunity to make public services more accessible and convenient for citizens. Through online platforms, citizens can access a range of government services, facilitating quicker responses, reducing bureaucratic hurdles, and fostering greater public engagement in governance processes. Embracing electronic government platforms facilitates seamless online interactions, streamlining administrative processes and fostering transparency. These initiatives empower citizens with accessibility, convenience, and real-time information, paving the way for a more digitally connected and informed society

Global Collaboration: Advanced communication and collaboration tools open avenues for unprecedented global collaboration among governments. This opportunity enables coordinated efforts on crucial global issues such as climate change, terrorism, and pandemic response. Overcoming parochialism and fostering international partnerships become imperative to address challenges that transcend national borders.

Environmental Sustainability: Governments can play a pivotal role in addressing environmental challenges. Opportunities lie in adopting sustainable policies and practices that contribute to climate change mitigation, resource conservation, and overall environmental sustainability. Public administration can lead by example in promoting green initiatives and eco-friendly governance. Integrating sustainable practices into administrative processes demonstrates a commitment to environmental responsibility. Considering the ecological impact of policies and projects aligns public administration with global efforts to achieve a more sustainable and resilient future

Public-Private Partnerships: Collaborations between the public and private sectors present an opportunity for innovative solutions and more efficient service delivery. Public-Private Partnerships (PPPs) leverage the strengths of both sectors, leading to cost-effective and innovative projects. This collaborative approach can be particularly beneficial in infrastructure development, healthcare, and technology-driven initiatives.

Citizen-Centric Services: Placing citizens at the forefront, and prioritizing their experience and engagement, is integral to delivering services that align directly with their expectations and requirements. This approach ensures that public services are not only efficient but also resonate with the diverse needs and preferences of the community.

Inclusive Governance: Advocating for inclusivity in decision-making processes is fundamental. Ensuring diverse communities are represented fosters equity, enriching governance with a variety of perspectives. Inclusive governance promotes a sense of belonging and participation among all segments of society.

Collaborative Partnerships: Forging alliances with private entities, non-profits, and international organizations fosters a collaborative spirit to address intricate challenges. By pooling resources and expertise, collaborative partnerships enable innovative solutions that transcend traditional administrative boundaries.

Agile Project Management: Adopting agile methodologies enhances project efficiency by promoting adaptability and responsiveness to change. This approach ensures that public administration remains agile in the face of evolving circumstances, facilitating timely and effective project outcomes.

Continuous Learning and Training: Prioritizing ongoing professional development and training programs equip public servants with the skills needed to navigate evolving challenges. A commitment to continuous learning ensures a dynamic and skilled workforce capable of addressing contemporary administrative complexities.

Transparent Communication: Prioritizing open and transparent communication is foundational for building trust among citizens. Fostering a more engaged and informed public, transparent communication strengthens the bond between the administration and the community it serves.

Resilience Planning: Developing strategies to anticipate and respond to crises is essential for ensuring robust resilience in the face of unexpected challenges. Resilience planning enables public administration to navigate uncertainties with preparedness and agility, ensuring a steadfast response to crises.

Outcome-Based Performance Metrics: Shifting focus from output to outcome-based performance metrics is crucial for assessing the genuine impact and effectiveness of public administration initiatives. This approach ensures a results-oriented perspective, guiding policies and actions toward meaningful and measurable outcomes.

Flexible Work Arrangements: Embracing remote work options and flexible schedules is pivotal for enhancing work-life balance and attracting a diverse and skilled workforce. Offering flexibility adapts administrative practices to

contemporary work preferences, fostering a more adaptable and motivated workforce.

Block chain Technology: Exploring the potential of block chain for secure and transparent record-keeping, especially in areas like identity verification and financial transactions, enhances security and reliability in administrative processes. Block chain technology offers a revolutionary approach to data integrity and trust.

In seizing these opportunities, Public Administration has the potential to become more adaptive, citizen-centric, and globally engaged. The effective incorporation of technology, data analytics, online services, global collaboration, environmental sustainability, and public-private partnerships can redefine the role of government in the 21st century, fostering a responsive and forward-looking public administration that meets the evolving needs of society.

Pathways for progress in the 21st century

The changes witnessed in the 21st century are indeed unique and profound. The rapid advancement of technology and increased literacy levels has reshaped the expectations and perceptions of people towards administration. Today's individuals are empowered and aware of their rights, desiring quality services and self-reliance over government handouts. In response to this shift, the role of public administration must undergo significant revamping to meet the challenges of the present era. Despite entering the 21st century, a considerable disparity exists between the services provided by the private and public sectors. Instances abound where formerly struggling industries, upon transitioning to the private sector, have flourished due to the autonomy and flexibility enjoyed in areas such as structural adjustment, management techniques, technological advancement, and human resource development. The advent of public-private partnerships has blurred the lines between public and private administration. This has led academicians and stakeholders to question why public administration services do not align with those of the private sector. To address this, the discipline of public administration must evolve to meet the changing demands and aspirations of the people. Key considerations include:

Development of New Theories: In response to the dynamic challenges of the 21st century, it is imperative to encourage the development of new theories in public administration. These theories should be innovative and adaptable, addressing issues such as technological advancements, globalization, and the changing socio-economic landscape. A forward-looking theoretical framework is essential for guiding effective policies and practices in the ever-evolving administrative landscape.

Bridge Theory-Practice Gap: Closing the gap between theoretical knowledge and practical implementation involves incorporating real-world scenarios into educational curricula. Practical exercises, case studies, and internships can provide students with a comprehensive understanding of how theoretical concepts translate into actual administrative practices. This bridge ensures that graduates are better prepared to tackle the challenges they will encounter in their professional roles.

Curriculum Re-design: A revamped curriculum should prioritize practical exposure, providing students with a hands-on understanding of various governance aspects. This involves incorporating real-world case studies, simulations, and interactive learning experiences. The redesigned curriculum aims to bridge the gap between theoretical knowledge and practical application, ensuring that graduates are well-equipped to navigate the complexities of modern governance.

Reoriented Teaching Pedagogy: Restructuring teaching methods involves a shift towards experiential learning. Introducing internship programs in collaboration with public and private sector agencies enhances students' understanding of real-world challenges. This practical engagement not only enriches their learning experience but also fosters a deeper connection between academic knowledge and the actual functioning of administrative processes.

Enhanced Geriatric Services: With an aging population, there's a need for public administration to focus on tailored services for the elderly. This includes healthcare provisions, social support systems, and infrastructure considerations that accommodate the unique needs of older citizens. By prioritizing geriatric services, public administration can contribute to the well-being and quality of life of this demographic.

Abolition of Official Secrets Act 1923: Emphasizing the removal or reform of the Official Secrets Act 1923 is essential for promoting transparency. The act, which can inhibit the flow of information, may be reconsidered to align with contemporary transparency standards. This reevaluation ensures that necessary information is accessible to the public while maintaining the balance between national security and citizens' right to know.

Bringing Reforms in Police Administration: Implementing changes in the structure and functioning of the police administration is crucial for enhancing public trust and efficiency. Reforms may include training programs to address community policing, the use of technology for better crime detection, and mechanisms to ensure accountability. An updated and responsive police administration is fundamental for maintaining law and order in evolving societal contexts.

Conduct of Free and Fair Elections: Acknowledging the importance of unbiased elections is fundamental for ensuring good governance. Public administration plays a critical role in creating and maintaining electoral systems that are transparent, inclusive, and free from interference. This involves implementing measures to prevent electoral fraud, ensuring equal representation, and fostering public confidence in the democratic process.

Code of Conduct for Legislators: Enforcing a precise code of conduct for members of the legislature is essential for upholding ethical standards in governance. Such a code should address issues like conflicts of interest, ethical decision-making, and legal accountability. By holding legislators to a high ethical standard, public administration contributes to building trust in democratic institutions.

Enforcing citizens' charters should be obligatory, and non-compliance should incur penalties: Emphasizing the importance of clearly defined citizens' charters is crucial for enhancing service delivery. These charters outline the rights and expectations of citizens regarding public services, promoting accountability and transparency. By establishing clear standards, citizens' charters empower

individuals to hold public institutions accountable for the services they provide.

Revaluation of RTI (Right to Information) Act: The Right to Information Act should be periodically reviewed and possibly reframed to ensure its continued effectiveness. Public Information Officers and Assistant Public Information Officers must be present in every organization to facilitate the flow of information. A transparent and accessible information-sharing framework is vital for fostering accountability and strengthening the democratic principles of governance. In summary, the transformation of public administration is essential to align with the dynamic needs of the 21st century, encompassing educational reforms, structural changes, and a commitment to transparency and accountability.

New Public Management (NPM): The principles of New Public Management (NPM) and the New Right can potentially impede social engineering efforts aimed at eliminating existing inequalities in countries like India. The challenge lies in reconciling efficiency-oriented NPM approaches with the imperative of fostering social inclusivity and addressing disparities in public service delivery.

Digital Transformation and Data-Driven Decision-Making: The rise of digital technologies is revolutionizing public administration. Governments around the world are harnessing the power of data analytics, artificial intelligence, and automation to streamline operations, enhance service delivery, and make more informed decisions. From predictive analytics for resource allocation to the implementation of digital citizen service portals, technology is reshaping the way public administrators work. One promising aspect is the potential for more responsive and personalized services. With the integration of data analytics, governments can better understand citizens' needs and preferences, leading to more tailored services and policy solutions. Additionally, digitization allows for real-time monitoring and evaluation, leading to more effective policy implementation.

Social Equity and Inclusion: The challenge of promoting social equity and inclusion requires dedicated research and policy development within PA. Addressing issues of systemic discrimination, marginalization, and unequal resource distribution necessitates a comprehensive approach that acknowledges

and rectifies historical inequities. This challenge calls for a reevaluation of existing structures and the implementation of policies that promote social justice. Sabka Saath Sabka Vikas Sabka prayers should spread in every sector as a contagious disease

Citizen Engagement: The imperative to engage citizens in decision-making processes challenges traditional models of governance. PA must explore innovative methods to ensure meaningful citizen participation, considering diverse perspectives and needs. This involves leveraging technology for inclusive public consultations, participatory budgeting, and crowd-sourcing ideas feedback mechanisms will empower citizens to have a direct impact on the decisions that affect their lives. This not only fosters a stronger sense of ownership and trust but also leads to more robust and comprehensive policy outcomes.

Agile and Adaptable Organizations: The rapid pace of change in today's world demands agile and adaptable public organizations. Bureaucratic structures are giving way to more flexible, results-oriented models. This shift allows governments to respond swiftly to emerging challenges, whether it's a global pandemic, climate crisis, or technological disruption.

Cross-sector collaboration is becoming essential, as complex problems rarely fall within the purview of a single government agency. Collaborative networks, both domestically and internationally, are forming to tackle multifaceted issues that require a coordinated approach.

Network and Collaborative Governance: In the realm of 21st-century advancements in public administration, a pivotal pathway of progress lies in the exploration of Network and Collaborative Governance. This involves delving into governance structures that transcend conventional bureaucratic boundaries, placing a spotlight on the collaboration and interdependence of various organizations and actors within networks. The focus is on studying collaborative approaches that engage multiple stakeholders, encompassing government entities, non-profit organizations, and private entities alike. Significantly, this pathway underscores the importance of partnerships and shared decision-making in public

problem-solving, marking a transformative evolution in the discipline of public administration.

Global Collaboration: Advanced communication and collaboration tools open avenues for unprecedented global collaboration among governments. This opportunity enables coordinated efforts on crucial global issues such as climate change, terrorism, and pandemic response. Overcoming parochialism and fostering international partnerships become imperative to address challenges that transcend national borders.

Environmental Sustainability: Governments can play a pivotal role in addressing environmental challenges. Opportunities lie in adopting sustainable policies and practices that contribute to climate change mitigation, resource conservation, and overall environmental sustainability. Public administration can lead by example in promoting green initiatives and eco-friendly governance.

Public-Private Partnerships: Collaborations between the public and private sectors present an opportunity for innovative solutions and more efficient service delivery. Public-Private Partnerships (PPPs) leverage the strengths of both sectors, leading to cost-effective and innovative projects. This collaborative approach can be particularly beneficial in infrastructure development, healthcare, and technology-driven initiatives.

Global Development Goals: The Global Development Goals encapsulate a collective commitment to address pressing global challenges and uplift communities worldwide. These strategic objectives, often outlined by international bodies, span diverse areas such as poverty alleviation, education, health, and environmental sustainability. Aimed at fostering inclusive and sustainable development, these goals serve as a guiding framework for nations, organizations, and individuals, promoting concerted efforts to create positive and lasting impacts on a global scale. The pursuit of Global Development Goals reflects a shared responsibility to build a more equitable and prosperous world for present and future generations.

New World of Work: The landscape of Human Resources (HR) and Human Resource Management (HRM) is undergoing rapid transformations owing to technological advancements, the swift pace of globalization, and the emergence of knowledge workers, among other factors. An emerging New World of Work (NWW) brings forth both fresh opportunities and challenges, continually evolving with each passing minute. The future of the world is intricately linked to the dynamics and developments within this evolving New World of Work.

Resilience and Crisis Management: Exploring strategies for organizations and governments to foster resilience in confronting crises and disasters is a critical endeavor. This involves delving into the mechanisms and practices that can be employed to build adaptive capacities and mitigate the impact of unforeseen challenges. An essential aspect of this investigation understands the role of public administration in efficiently responding to emergencies and disruptions, ensuring a coordinated and effective approach in times of crisis.

Global Public Administration: In the analysis of public administration within an international context, attention is directed towards understanding how administrative structures operate on a global scale. This involves exploring the challenges that transcend national borders and assessing the role of public administration in addressing these global issues. The focus extends to the intricacies of governance in a globalized world, emphasizing the interconnectedness of nations and the collaborative efforts required to tackle shared challenges. Understanding the dynamics of global public administration is paramount in navigating the complexities of our increasingly interconnected and interdependent world.

People First Governance: In the 21st century, the concept of "People First Governance" holds profound relevance as it places the welfare and aspirations of individuals at the forefront of administrative practices. This approach signifies a departure from traditional top-down structures, emphasizing inclusivity and active citizen engagement. In an era marked by rapid technological advancements and increased connectivity, People First Governance aligns with the changing

expectations of a more informed and participatory citizenry.

This governance model recognizes the evolving dynamics of societies, acknowledging the diversity of voices and perspectives within communities. By prioritizing people-centric policies and decision-making processes, it fosters a sense of ownership and accountability among citizens. Moreover, in a globalized world where interconnectedness is paramount, People First Governance becomes a catalyst for building resilient and responsive administrative frameworks that can adapt to the complexities of contemporary challenges?

Findings of the study

There is a pressing need to formulate fresh theoretical frameworks that align with the demands and complexities of the 21st century. This adaptation is crucial for addressing contemporary challenges in public administration effectively.

The nature of modern public administration necessitates innovative pedagogical approaches that extend beyond traditional methods. Prioritizing practical components, where students gain hands-on experience in governance alongside theoretical knowledge, is essential. Striking a balance between theory and practice equips students to tackle present challenges adeptly.

Shifting emphasis toward the comparative analysis of good governance initiatives in developing countries, rather than developed ones, is crucial. This approach recognizes the unique challenges and opportunities developing nations face in the realm of public administration.

Harnessing Artificial Intelligence in financial administration can potentially revolutionize the 3Es (economy, effectiveness, and efficiency). Integrating AI technologies can streamline financial processes, enhancing overall administration performance.

Adopting a shift system is imperative to bring public administration services

on par with private counterparts. Operating on a 24/7 basis ensures administrators are constantly available, minimizing delays in work, especially given the increased reliance on ICT for service delivery.

The principles of New Public Management, introduced in the late 20th century, should be implemented in a manner that genuinely prioritizes the citizens' needs. This involves restructuring administrative processes to enhance efficiency and responsiveness.

Public administration should place a strong emphasis on networking and collaborative governance. Building partnerships and fostering collaboration between various entities can enhance efficiency and the overall effectiveness of public services.

Recognizing the importance of citizen engagement, there is a need to develop new models of citizen participation. These models should go beyond traditional approaches, leveraging technology and innovative strategies to encourage active involvement in decision-making processes.

Conclusion

The 21st century stands as a unique and pivotal era, characterized by unprecedented challenges and opportunities for both the discipline and profession of Public Administration. As we traverse this intricate landscape, it is evident that the convergence of globalization, technological advancements, environmental shifts, and societal changes necessitate a reevaluation and redefinition of our approaches. The opportunities presented to Public Administration are vast and transformative. The integration of technology, the potential for global collaboration, and the ability to address pressing environmental concerns offer avenues for positive change. These opportunities, however, demand proactive and innovative responses. Embracing these prospects requires not only a willingness to adapt but also a commitment to fostering inclusive, ethical, and citizen-centric governance.

Concurrently, the challenges of the 21st century cannot be understated.

Bureaucratic inertia, ethical dilemmas, resource constraints, and the complexities associated with cyber security, political polarization, and pandemics create a formidable terrain to navigate. However, it is in the face of these challenges that the mettle of Public Administration is truly tested. Effective strategies for overcoming resistance to change, promoting ethical behavior, and managing resources with innovation and resilience become imperative.

The future and well-being of societies depend on how effectively Public Administration seizes opportunities and confronts challenges. A forward-looking approach involves not only adapting to the current demands but also envisioning and preparing for the future landscape of governance. This entails the development of new curricula that reflect the evolving needs of the discipline, the formulation of new theories that encapsulate the complexities of modern governance, and the adoption of innovative pedagogies that empower future leaders with the skills necessary for the 21st century.

Improving the discipline and profession of Public Administration requires a multi-faceted effort. It involves fostering a culture of continuous learning, promoting interdisciplinary collaboration, and instilling a sense of responsibility toward ethical governance and social justice. Moreover, it demands a collective commitment to cultivating the next generation of public administrators who are not only well-versed in traditional institutions and processes but are also equipped to navigate the intricacies of a rapidly changing and interconnected world.

Bibliography

1. "Public Administration: Concepts and Cases" by Richard Stillman II
2. "The New Public Service: Serving, Not Steering" by Janet V. Denhardt and Robert B. Denhardt
3. "Public Administration: Understanding Management, Politics, and Law in the Public Sector" by David H. Rosenbloom, Robert S. Kravchuk, and Richard M. Clerkin

4. Hood, C. (1991). "A public management for all seasons?" *Public Administration*, 69(1), 3-19.
5. Barzelay, M. (2001). "The New Public Management: Improving Research and Policy Dialogue." *Governance*, 14(2), 129-138.
6. Behn, R. D. (1995). "The Big Questions of Public Management." *Public Administration Review*, 55(4), 313-324.
7. Lynn, Jr., Laurence E., "Public Management: Old and New." *Public Administration Review*, 56(3), 200-207.
8. Peters, B. G. (2001). "The Future of Governing: Four Emerging Models." *Governance*, 14(1), 3-17.

FINANCES OF PANCHAYATS AND THE STATE FINANCE COMMISSIONS

Dr K. Raghu Naga Prabhakar, Director, Aurora's Business School, Hyderabad
(He can be reached at prabhakalepu@gmail.com)

Abstract

Gram Panchayat at the village level, Mandal Parishad or Block Samiti or Panchayat Samiti at the block level, and Zila Parishad(district level are the three tiers of the Panchayat Raj institutions in India. The true strength of these institutions is crucially dependent upon their financial position, including their capacity to generate their own resources. In this article we shall examine the sources of panchayat bodies, the mechanisms that determine or operate the different aspects of PRI finances, adequacy or otherwise of such resources and suggestions to tone up panchayat finances.

Key words

Panchayati Raj Institutions (PRIs), Gram Panchayat , Mandal Parishad, Panchayat Samiti, Zila Parishad, Autonomy, Audit, Accounting, Budget

Introduction

Panchayati Raj is the name popularly used in India to refer to the totality of rural local bodies. The Gram Panchayat at the village level, Mandal Parishad or Block Samiti or Panchayat Samiti at the block level, and Zila Parishad at the district level are the three tiers of the Panchayat Raj institutions in India. The true strength of these institutions is crucially dependent upon many factors including their financial position.

Constitutional Position

Constitution is the basic law of the land and all laws and official and unofficial regulations should confirm to the provisions of the constitution. Coming to

Panchayat finances a significant portion of Part IX of the Constitution, covering Articles 243C, 243D, 243E, 243 G, and 243 K, deals with the structural empowerment of the PRIs and their funding sources.

Article 243(H) states that the state legislature may:

1. Authorize a panchayat to levy, collect, and appropriate taxes, duties, tolls, and fees;
2. Assign to a Panchayat taxes, duties, tolls, and fees levied and collected by the state government;
3. Provide for grants-in-aid to Panchayats from the state consolidated fund; and
4. Provide for the establishment of funds for crediting all money received, by or on behalf of the Panchayats, and also for the withdrawal of such money there from.

Devolution of funds from higher levels of government is a significant component of Panchayat resources. The existence of a local taxation system ensures citizens participation in the affairs of an elected body. It also holds the institution responsible to its constituents.

In terms of own resource collection, Gram Panchayats are in a better position because they have their own tax domain, whereas the other two tiers rely solely on tolls, fees, and non-tax revenue to generate internal resources. The majority of taxation powers have been delegated to Village Panchayats under the various State Panchayati Raj Acts.

Financial sources of Panchayats

Following are the various financial sources of Panchayats.

1. Grants from the Union Government based on the Central Finance Commission's recommendations, as per Article 280 of the Constitution;
2. Devolution from the State Government in accordance with Article 243, based on their commendations of the State Finance Commission;

3. State government loans and grants;
4. Allocations for specific programs under Centrally Sponsored Schemes and Additional Central Assistance;
5. Generation of internal resources

The Village Panchayats are in charge of a number of taxes, duties, tolls, and fees. They are as follows:

1. Octroi
2. Propertytax/house tax
3. Profession tax,
4. Land tax/cess,
5. Taxes/tolls on vehicles
6. Entertainment tax
7. License fees
8. Tax on non-agriculture land
9. Fee on cattle registration
10. Sanitation/drainage/conservancy tax
11. Water rate/tax
12. Lighting rate/tax
13. Education cess, and
14. Tax on fairs and festivals,

Problems in Panchayat finances

Panchayati Raj institutions have a number of problems that are affecting their

functioning. They may be briefly listed as below.

1. States across the country in general have not paid enough attention to the financial empowerment of Panchayats.
2. The resources available to panchayats are limited and largely inelastic.
3. The scope for internal resource generation is limited at the Panchayat level. This is due in part to a thin tax domain and in part to Panchayats own reluctance to collect revenue.
4. Panchayats rely heavily on grants from the Union and State governments.
5. A significant portion of grants from both the Union and state governments are scheme specific and they do not take care of local needs adequately.
6. Panchayats have limited discretion and flexibility when it comes to incurring expenses.
7. State governments are hesitant to devolve funds to Panchayats due to their own fiscal constraints.

Panchayats cannot become effective institutions of local self-government unless they have a strong financial foundation with clearly defined revenue sources that are properly managed to optimize resources. According to the provisions of the Constitution, the State Legislature has been given the authority to authorize Panchayats to levy taxes and assign taxes, among other things, in order for them to mobilize their own resources for carrying out assigned duties and functions.

State Finance Commission

Article 243(I) of the Indian constitution states that every five years, the governor of a state shall appoint finance commission to review the financial position of the panchayats every five years. It is responsible for making recommendations to the Governor on the following:

1. The principles that should govern the distribution of the net proceeds of the state taxes, duties, tolls, and fees between the state and the panchayats, as well as the allocation of shares among the panchayats at all levels.
2. The assessment of taxes, duties, tolls, and fees that may be assigned to the panchayats.
3. Grants-in-aid to panchayats from the states consolidated fund.
4. The measures required improving the panchayats' financial position.
5. Any other matter referred to by the governor in the interest of the panchayats' financial health.

The state legislature may specify the composition of the commission, the required qualifications of its members, and the manner in which they are selected. The governor must present the commission recommendations, as well as the action is taken report, to the state legislature. The Central Finance Commission shall also recommend measures to augment the consolidated fund of a state in order to supplement the resources of the panchayats in the states based on the recommendations of the state finance commission. The Governor must bring every proposal of the State Finance Commission and subsequent action taken by the State Government to the State Assembly.

Role of the State Finance Commission

The State Finance Commission performs tasks comparable to the Central Finance Commission. It allocates state resources to Panchayati Raj institutions at all three levels in the form of taxes, charges, and levies to be collected by the state and local governments. A State Finance Commission investigates the financial situation of a Panchayati Raj and municipal bodies within the state and makes recommendations to the Governor. It makes policy recommendations to the Governor about how the state taxes, tariffs, levies, and toll fees should be split between the State and its Panchayati Raj Institutions at all levels. It may also suggest a variety of initiatives to improve the financial situation of various local authorities including the

Finance Commission act as a financial bridge between the Union and State governments and local government organizations. It deals with the Grant-in-Aid to Local Bodies from the state consolidated fund. Using monies provided by the Union government to the state government it distribution of funds from the state consolidated fund to the different municipal organizations and Panchayati Raj institutions throughout the State.

Limitations of State Finance Commission

There are many limitations in the working of the State Finance Commissions functioning in different States. They are:

Firstly, the composition of the State Finance Commission is a major concern. It is dominated mostly by the bureaucrats rather than academics and specialists.

Secondly, the SFCs have a critical data reliability issue. Since local governments lack a solid budgeting framework, they have difficulties gathering data and, as a result, analyzing the financial status of the local government becomes rather difficult.

Thirdly, many states have observed a disparity in the money transfers between State Government to local governments and the State Finance Commission recommendations.

Fourthly, local governments and SFCs are regarded to be less constitutionally protected than the Union Finance Commission.

Fifthly, the Eleventh and the Twelfth Finance Commissions have expressed dissatisfaction with the functioning of majority of State Finance Commissions in respect of agriculture, infrastructure, and healthcare, education, and employment generation.

Conclusion

In this article we have examined the various sources of income of different

Panchayati Raj Institutions , the mechanisms that determine or operate the different aspects of PRI finances, adequacy or otherwise of such resources and suggestions to tone up PRI finances. This examination reveals that rural development, which is the chief objective of PRIs in India remains a complex and ongoing challenge. However concerted efforts through various strategies in the past have shown some positive outcomes. Progress has been made in reducing poverty, improving healthcare, and enhancing education opportunities in rural areas. However, it is crucial to address the issues of income inequality, agricultural sustainability, and access to basic services comprehensively. Moving forward, a holistic approach that combines economic growth with social development and environmental sustainability will be essential. Additionally, active participation of local communities and the private sector in rural development initiatives can further accelerate progress and help India achieve more inclusive and sustainable rural development. In accordance with the Constitution, states have indeed established State Finance Commissions on a regular basis. However the SFCs must be reinforced immediately in order to encourage cooperative federalism and develop participatory democracy. The state government must guarantee that SFC recommendations are followed. State Finance Commissions should include representatives of intellectuals, civil society members and academicians in addition to bureaucrats. It is critical to recognize the roles of SFCs, which should not be seen as inferior to the Central Finance Commission. The majority of states should acknowledge the importance of this institution in terms of its potential to further the process of democratic decentralization.

References

1. Administrative Reforms Commission (1980). Report on Centre-state Relationship. Ministry of Home Affairs, Government of India, New Delhi.
2. Arora, R.K. & Goyal, R. (2013). Indian Public Administration: Institutions and Issues. India: New Age International Publishers, New Delhi.
3. Arora, R.K. (1999). Indian Administration: Perceptions and Perspectives. Aalekh Publishers, Jaipur.

4. Basu, D.D. (2019). Introduction to the Constitution of India (24th ed.). New Delhi.
5. Lexis Nexis. Chandrapal (1983). Centre-State Relations and Cooperative Federalism. Deep and Deep Publications. Delhi.
6. Chhabra, H.K. (1977). State Politics in India (A study of Centre-State Relations). Surjeet, New Delhi.
7. B.S. Mathur (2000), Cooperation in India, Sahitya Bhavan Publishers Distributors P Ltd, Agra.
8. Encyclopedia of Cooperative Management: Volume II – Cooperatives and Rural Development, Deep and Deep publications, New Delhi
9. Reserve Bank of India (RBI) (2000) Annual Report.
10. Satyanaraya.G(2012).Rural development and poverty alleviation in India: Policies and programmes, New century Publication, Delhi.
11. Singh, Katar and Anil Shishodia (2016). Rural Development: Principles, Policies, and Management. Sage Publication Pvt Limited, Delhi.

THE ADMINISTRATIVE LEGACY OF BRITISH RULE IN INDIA

Dr G. Sreenivas Reddy, Dean Academic, Aurora's Business School, Hyderabad
(He can be reached at srinivas.gangidi@gmail.com)

Abstract

The administrative legacy of British rule in India encompasses a complex and multifaceted system that significantly influenced the country's governance structure and institutions. This legacy, spanning nearly two centuries of colonial rule, left a lasting impact on India's administrative framework, bureaucracy, legal system, and political processes. This legacy includes the introduction of a centralized administrative apparatus, the establishment of a hierarchical bureaucracy, the codification of laws and regulations, and the implementation of infrastructure projects and public services. Furthermore, British colonial policies and administrative practices shaped India's socio-economic landscape, political culture, and national identity, leaving a contested legacy that continues to influence contemporary debates on governance, development, and post-colonial state-building efforts.

Key words

Colonialism, Governance, Bureaucracy, Legal system, Centralization, Infrastructure, Public services, Socio-economic impact, Political culture, Post-colonial, Nation-building

Introduction

The prolonged British rule had left an indelible imprint on India in general and on the Indian administration in particular. The present Indian administrative structure is largely a legacy of the British rule in India. The analysis in the following pages shows how the administrative system that the British evolved, while sharing the imperfections inherent in all human institutions, brought about some benefits too in

terms of experiments which eventually helped in India becoming a working parliamentary democracy.

East India Company's Rule and Legacy(1660-1772)

The East India Company came to India with trading objective. The system of its governance was therefore largely commercial in character. There was a council headed by a Governor with legislative and executive powers vested in him. The council set up several institutions such as the Board of Trade, Military Board, Board of Revenue and Railway Board. These boards enabled discussions and deliberations on legislative and executive matters. Record keeping practices promoted by the company was an integral part that helped to check absolutism and uncontrolled power.

In August 1765, the Mughal Emperor granted powers to collect Diwani (revenue) from the lands in the Provinces of Bihar, Bengal and Orissa to the East India Company. The latter got the taste of wielding power and authority. The events that started from revenue collection gradually led to the amassing of full powers pertaining to civil, judicial and military matters. The company's two major goals were now conquest and consolidation in addition to the commercial objective.

The East India Company had created vast administrative machinery. The company had also to set up a well organized personnel system through which control over territorial provinces in India could become more effective. Lord Cornwallis developed the Civil Service Code and established the offices of District Collector and the District Judge. Further, the office of the Chief Secretary was established during the rule of Lord Wellesley. The office of the Commissioner and sectional arrangement in the secretariat were initiated under Lord Bentinck's rule. Under the Charter Act of 1858, the Governor General of Bengal was appointed as the Governor General of India. He now headed the British administration in India.

The doctrine of lapse of Lord Dalhousie enabled the company to have absolute power and control over policy matters of the Indian States. This helped the British to set up strong rights of revenue to rule even the remotest corner of India.

With passage of time, however company became corrupt and started frittering away money and profits. To regulate its management, the British Parliament had passed two major Acts, namely the Regulating Act 1773, and the Pitt's India Act, 1784. Further a number of subsequent Acts of 1793, 1813, 1833 and 1853 were added. These Act steadily deprived the company of its authority, power, and privileges.

Direct British Rule

The Regulating Act 1773 and the Pitt's India Act 1784 together determined the company's status. The Regulating Act 1773 also remodeled the company status. The Act brought the company under the supervision of British Government. Pitt's India Act 1784 had set up a Board of Control in England to look into the affairs of India Company. This institution consisted of a Chancellor of Exchequer, Secretary of State, and four Privy Councilors.

The government became known for the first time, as a Government of India. For administering the country, a Governor General was appointed with Warren Hastings being the first incumbent. The Governor General's Council had three Covenanted members of the Company. The Governor General had overriding power over the Council's decisions. Administration of the company's districts was vested in the European District Collectors who were also made the president of the company civil and criminal courts in the respective districts. A Board of Revenue was set up at Calcutta to supervise the District Collectors.

The First War of India's Independence, 1857 referred to by the British as Sephoy Mutiny or the Indian Mutiny, led to the end of the British East India Company's rule in India.

The Government of India Act 1858 was passed in the British Parliament resulting ultimately in the Company's dissolution. All powers were transferred to the British Crown, which then created an India Office in the country with the Secretary of State to look into matters pertaining to its administration. The nomenclature of governor general was replaced, as the Viceroy General of India. His role was to look into the

implementation of the orders passed by the British Parliament in India. The Military was reorganized and higher levels were offered to the Europeans and to some higher caste officials from the Indian side. The other existing arrangements were adhered to with an ultimate aim to avoid and prevent another mutiny from taking place.

Thus, so in short the British East India Company was the forerunner of the rule of the British Crown in India. The British established a regular system of government from 1857 to 1947 in the country. Yet its policy of the Apparent Association went hand in hand with the policy of oppression. Constitutional advances were always accompanied with restrictive conditions, so that the core of executive bureaucratic responsibility would remain untouched. Such conditions seem to have become inevitable as imperialism is not found to be compatible with democratic theory and practices.

Establishment of INC

The Indian National Movement had surfaced around this time itself under the Indian National Congress (INC) set up in 1885. Initially influenced by the western educated upper middle classes it aimed to secure reforms through peaceful and constitutional means. The British rulers also felt that this would remove misunderstanding about the intentions of the government and would save the empire. The moderates had faith in the British sense of justice and fair play and they looked towards gradual reforms with constitutional means. Of course there were also the non-moderates, who were not satisfied by any kind of moderate ideology and demanded nothing short of Purna Swaraj or complete freedom.

The INC, owing to its concern of the wider interests of its people, had forced British government to undertake reforms to make administration broad based and representative. In the political field, Indian National Congress advocated the abolition of the Executive Council, reforms in the Councils, more powers to local bodies, reducing official interference in the working of local bodies, and removing restrictions on the press. The INC wanted governance that could represent all classes and interests that were Indian.

Morely-Minto Reforms 1909

The Indian Councils Act of 1909 was an extension of the Act of 1892. It further increased the size of the Legislative Councils with this Provincial Councils could have a majority of non-officials. The system of communal representation for Muslims was inaugurated, thus paving the way for communal disharmony and finally, the partition of the country. The Decentralization Commission, appointed in the same year, also made recommendations for the revival and growth of panchayats and lessening of government control over bodies.

Government of India Act 1919

Next came the Government of India Act, 1919. It was based on the premise, that popular control in the field of local government be established, the provincial governments be made responsible to the popular representatives and the control of British Parliament and the Secretary of State should be relaxed. An important aspect of this Act was that local-self government became a provisional and transferred subject under a responsible Indian minister.

In 1923 the British Government had appointed the Royal Commission on the Superior Civil Services in India under the Chairmanship of Lord Lee. The most notable contribution of this Commission was that it recommended the establishment of a public service commission. A decision to implement this recommendation was taken in 1926. The Federal Public Service Commission, consisting of a chairman and four other members, was thus appointed and it started functioning with effect from first October 1926. It was entrusted mainly with the recruitment function, though it could be consulted by the government on disciplinary matters also. However, its role in the pre-Independence era was purely advisory.

The experiment with provincial autonomy proved dismal. It was initiated in 1937 and was given up shortly afterwards in 1939 because the Congress ministers in the provinces resigned in protest against the British decision to push India into the Second World War. The government however had overriding power over the

administration of a province. In the meantime, three new departments, namely, Information and Broadcasting, Civil Defense and Indian overseas were created in 1941. The Indian Overseas Department redesignated as the Department of Commonwealth in April 1944. It was subsequently merged into the Department of External affairs and Common wealth Relations. In 1942, the Department of Food was created and in 1943, the Department of Civil Supplies was merged into the Industries and Civil Supplies Department. In 1944 the Department of Planning was established but was abolished in July 1946. After the end of the Second World War, in 1945, the Department of Education and Health was divided into three separate department's viz., Education, Health and Agriculture.

Government of India Act, 1935

The Government of India Act of 1935 proposed for an all India federation at the centre along with provincial autonomy. The Act proposed a federation for provinces and Princely States in India where in the princely States had an option to join the federation. The Act provided for a bicameral legislature with the Lower House having representation of Princely States and eminent classes. The Act also gave more powers to the Upper House.

Characteristics of the British Administration in India

The main characteristics of the British Administration in India relate to the creation of the Indian Civil Service, the Secretariat system, Financial Administration, Financial accountability, Administration of Justice, Local Self Government and Bureaucratic leadership. They are discussed here below.

Indian Civil Service: The most important legacy of the British rule in India is the Indian Civil Service which represented the visible presence of the British in India. The members of this elite service(ICS)constituted the essence of the British power in India and without them one would not be able to speak of a British empire in India. As described earlier two fold division of the covenanted and Non-covenanted services were christened as the Indian Civil Service and the Provincial Civil Service. Another important contribution of the British administration was the ideas

that the competitive for civil services should be conducted for examinations, the Federal Public Services Commission was created in 1926 it was entrusted with the task of recruiting civil servants.

Another substantial contribution of the British was institutionalization of training. The efforts which began in 1880, with the setting up of the Fort Williams College at Calcutta, continued with several modifications and innovations till the end of the British administration in India.

Staffing the Secretariat: The idea of a central pool for drawing manpower is evidence of the practical genius of the British. Before 1920, each individual department recruited its own staff independently. In 1920, on the basis of the Government of India Act made upper division clerks of the secretariat part of an Imperial Secretariat Service and appointed a Central Staff Selection Board to supervise the recruitment process. The staffing pattern of the Central Secretariat underwent change as a result of the suggestions made by the Tottenham Committee (1945-46). The features of the Secretariat system were heavy reliance on precedents, incapacity of the lower grades of official to share responsibility and the practice of excessive record keeping. These legacies continue even today.

Pay, Promotions and Transfers: A well developed pay-structure for civil servants was also devised by the British. In 1918, the civil servants positions were divided into 'superior' and 'inferior' categories. The system of promotion also brought about an onslaught on the tradition bound Indian Society. In India, a person born into a low caste had to remain low and die as such.' However, the element of promotion, on well-planned lines, developed by the British provided an element of social mobility. As pointed out by Spangenberg a defect in the transfer policy of the government was the frequency of transfers that had sapped the vitality of the British administration. It had also acted to the detriment of the district administration,

Financial Administration: During the Company's rule, revenue was obtained from two sources-land revenue and taxes on trade and personal property. The expenditure was classified into the heads of (i) Security or defense and (ii) social and development services. The latter also comprised of education, public health

etc. By far, the most important of innovations was the introduction of the budget system through the introduced by the financial Resolution of 7th April 1860. Under this system, the financial estimates for each year were to be arranged, considered and sanctioned by the Government of India before the year commenced. It contained the anticipated income and proposed expenditure of the empire. Under the same resolution, a Central Revenue Department was created in Calcutta to integrate and coordinate the activities of all the revenue authorities. At the same time, an Imperial Audit Department was also set up to provisions of the budget. Yet another important contribution of the British was the introduction of government paper currency in 1860. The Bank of Bengal became the agent for the printing, issuing and circulation of the notes. A paper notes were also issued.

In 1919 when the Comptroller and Auditor General were made responsible to the Central Legislature the C & Ag was given the power to inspect any government office of account.

In 1922, a Central Public Accounts Committee was created, consisting of both elected and official members, with the financial member as its ex-officio chairman. It had to consider the Auditor General's report on the reappropriated amounts. Thus, through these two bodies, the Indian Legislature was to exercise control over the administration of public Finance.

The creation of a Standing Finance Committee with the Finance Members as its chairman was another practical step in the field of control. It had the duties of a Public Estimates Committee. Public Accounts Committees that were also created in each of the Governor's Province. Under the Act of the Central legislature of 1934, the Government of India established the Reserve Bank which began to function with effect from 1st April 1935.

Police Administration: The foundation of the contemporary police administration in India was laid during the British Period, particularly after the enactment of the Indian Police Act 1861. This Act had created an organized system of constabulary. It is not worthy that the Indian Penal Code of 1860 and the Code of Criminal Procedure of 1861, along with other significant legislations such as the Indian

Evidence Act, constituted the legal frame-work of criminal justice administration that led the police system to exercise its functions effectively. These instruments have become important components of the legacy of the British rule in India.

The Secretariat System: The Central Secretariat was situated in Calcutta and was exclusively under the control of Bengal Civilians. It consisted of a Secretary-General, three assistants and clerical staff. Some departments were also set up. They were those of Military, Foreign, Home, and Financial. Military affairs were managed by the Military Department and all foreign and diplomatic relations were managed by the foreign Department. Matters of justice, education and legislation were looked after by the Home department. The Finance Department looked after the financial operation, the provision of ways and means etc.

In 1885, a separate Department of Public Works was created. The portfolio system was introduced in 1858. The essence of this innovation was that a member of the council would be appointed in charge of one or more departments of the government and he would issue orders on behalf of the Governor-General-in-Council. This practice was adopted by the Indian administrators even after Independence. In 1871, matters relating to revenue and agriculture were taken away from the Home Department and put under a separate Department of Revenue, Agriculture and Commerce.

Rule of Law: One of the significant contributions of the British administration was the introduction of the Rule of law. The spread of liberal ideas and institutions in the 19th and 20th centuries across the world prompted the British to introduce the system of rule of law. They codified the laws and considered every citizen to be equal before law. Further there was an independent judiciary in India with the Supreme Court as the apex of the judicial system. High Courts existed in every state followed by District and Sessions Courts operating separately for civil and criminal cases. Rule of law was firmly adhered to the system of appeal was there with higher courts acting, as appellate authorities.

Local Self-Government: The British, while retaining some aspects of the ancient village system, introduced some changes in local administration. The Government

of India Resolution, 1864 had admitted that the people of this country are perfectly capable of administrating their own local affairs. Hence statutory recognition was granted to panchayats as petty courts in Bombay and Madras. In 1870 Lord Mayo's Government allocated funds to education, public works etc. Another important reform was made during the time of Lord Rippon, who has been called the father of local self-government in India. In 1882, there was extension of the elective element in rural bodies, reduction in the size of the official element, and presence of elected non official as the chairman of rural bodies, and finical decentralization.

The Decentralization Commission of 1990 examined the problem of local government in great detail. It suggested a three- tier system consisting of: 1. the village panchayats or union boards 2. The local tehsil or Sub-district boards and the 3. District board which proved to be forerunners of the later day Panchayati Raj system.. It recommended the lessening of government control over local bodies. Municipal corporations were set up in Madras in 1688 and in Calcutta and Bombay in 1726.

Conclusion

Thus, contemporary Indian administration system has been evidently built on its British heritage. All India Services, Civil Service recruitment, administrative training, the secretariat system, office procedures, Management of districts, revenue administration , police system, budgeting, accounting , auditing and a number of other structural and functional areas of Indian administration have their roots in the rule. The British had their own objectives of sustaining and strengthening their rule and empire, though. Some of the consequences of their organizational initiatives have proved to be useful to Indian even after independence. Thus, it can be said that though the direct British Rule and the rule by the British East India company preceding it had its mission of tightening its control on India the institutions and practices imaginatively built up by the British are keeping the administration of Independent India in good stead.

Bibliography

1. Chandra, Bipan. *Essays on Colonialism*. Orient Blackswan, 1999.
2. Stokes, Eric. *The Peasant and the Raj: Studies in Agrarian Society and Peasant Rebellion in Colonial India*. Cambridge University Press, 1978.
3. Bayly, Christopher Alan. *Indian Society and the Making of the British Empire*. Cambridge University Press, 1988.
4. Chakrabarty, Dipesh. "Conditions for Knowledge Production in Colonial India." *Representations*, Vol. 12, No. 1, 1985.
5. Cohn, Bernard S. "The Command of Language and the Language of Command." In *An Anthropologist among the Historians and Other Essays*. Oxford University Press, 1987.
6. Dirks, Nicholas B. "The Hollow Crown: Ethnohistory of an Indian Kingdom." *American Historical Review*, vol. 87, no. 3, 1982, pp. 641-666.
7. Rao, Velcheru Narayana, et al. "Towards a New History of Colonial India." *Economic and Political Weekly*, vol. 24, no. 51, 1989, pp. 2767-2776.
8. Guha, Ranajit. "The Prose of Counter-Insurgency." *Economic and Political Weekly*, vol. 15, no. 6, 1980, pp. 237-243.

Call for Papers

Auroras Journal of Management (AJM) a quarterly publication of the Aurora's Business School, Hyderabad, India, is a journal addressed to managers in the industry, the government and nonprofit organizations. It aims at disseminating results of research studies that are of relevance to their jobs and capable of being applied at their work-place. AJM provides a combination of scholarly research papers and papers that are conceptual and application-oriented. It does not confine itself to any one functional area, but invites articles relating to all areas of management, marketing, finance, organizational behavior, and human resources, operations, etc. The journal also features articles on various sectors like industry, agriculture, banking, international trade, urban and rural development, public systems, and information systems cutting across functions.

AJM welcomes high quality papers on management, business, and organizational issues both from academicians and practitioners. Papers based on

theoretical/empirical research/ experience should satisfy the criteria for good quality research and show the practical applicability and/or policy implications of their conclusions. All articles are first screened at the Editor's level, and those considered of sufficiently high quality are double blind refereed by reviewers who ensure a high standard of academic rigor in all the articles.

Authors can submit their contribution for consideration under any of these features:

- Research Articles which present emerging issues and ideas that call for action or rethinking by managers, administrators and policy makers in organizations. Recommended length of the article, not exceeding 7,500 words.
- Book Reviews which covers reviews of contemporary and classical books on management.
- Articles on social, economic and political issues which deal with the analysis and resolution of Managerial and academic issues based on analytical, empirical or case research/ studies/ illustrations. Pl

Please send your articles to: Editor
Aurora's Journal of Management

Aurora's Business School

Dwarakapuri Colony

Hyderabad - 500 082. India

You may also mail

your papers/articles to sreenivas@absi.edu.in

Guidelines for Submission of Book Reviews in AJM

The following is the suggested format for authors:

- Length: 3500- 5000 words or 10-12 Pages
- Paper Title should be brief
- All authors' Title (e.g. Dr, Mr, Mrs, etc.) & Name, Affiliation, Email etc
- Abstract (not more than 250 words) and Keywords
- Introduction / Background / Objective
- Literature Review
- Methodology, Findings, Analysis & Discussion
- Conclusion, Limitations and Recommendations
- References - Harvard or APA Style is required.
- Tables, figures, etc. in their appropriate location in the paper (if applicable)
- Margins: 1 inch or 2.5 cm.
- Font: Times New, 12 points
- Spacing: 1.5 between lines and 2 between paragraphs



ajm@absi.edu.in

JAN - DEC, 2023

T +91 40 2335 0062 / 1892
M +91 91000 00486
www.absi.edu.in