

ADMINISTRATIVE THINKERS

MPA SEMESTER II

PAPER : ADMINISTRATIVE THOUGHTS

TOPIC COVERED: PETER DRUCKER

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PETER DRUCKER(1909-2005)

INTRODUCTION

1. Austrian-born American management consultant, educator, and author
2. Law Degree, 1929
3. Ph.D in International Law, 1931
4. Presidential Medal(US), 2002
5. 7TH McKinsey Award, 2005
6. Awarded 25 honorary doctorates

NOTABLE WORK

1. The End of Economic Man,1939
2. The future of Industrial Man, 1942
3. The Practice of Management, 1954
4. Management- Tasks, Responsibilities, Practice, 1974
5. The Changing world of executive, 1982
6. Management Challenges for the 21st century, 1992
7. A Functioning Society,2002
8. The Five Most Important Question,2008 (Posthumously)



INFLUENTIAL IDEAS AND COCEPTS

1. Management by Objectives
2. Reconstructing Government
3. Knowledge society and knowledge workers

Management by Objective

1. Presented by the Drucker in 1954 in his book “The Practice of Management”
2. MBO is the process of defining objective with in an organisation so that management and employee agree to the objective and understand what they need to do in the organisation in order to achieve them
3. The essence of the MBO is participative goal setting choosing course of action and decision making.
4. In Management by Objective superior and subordinate jointly identify common goals, define major area of responsibility of each individuals in terms of the results expected from him/her and use these method to operation that for assessing the contribution each or unit.
5. The main idea behind the principle of MBO is that employee should have clear understanding of goals and objective. Then only they can understand how their activity related to the achievement of goals and objectives.

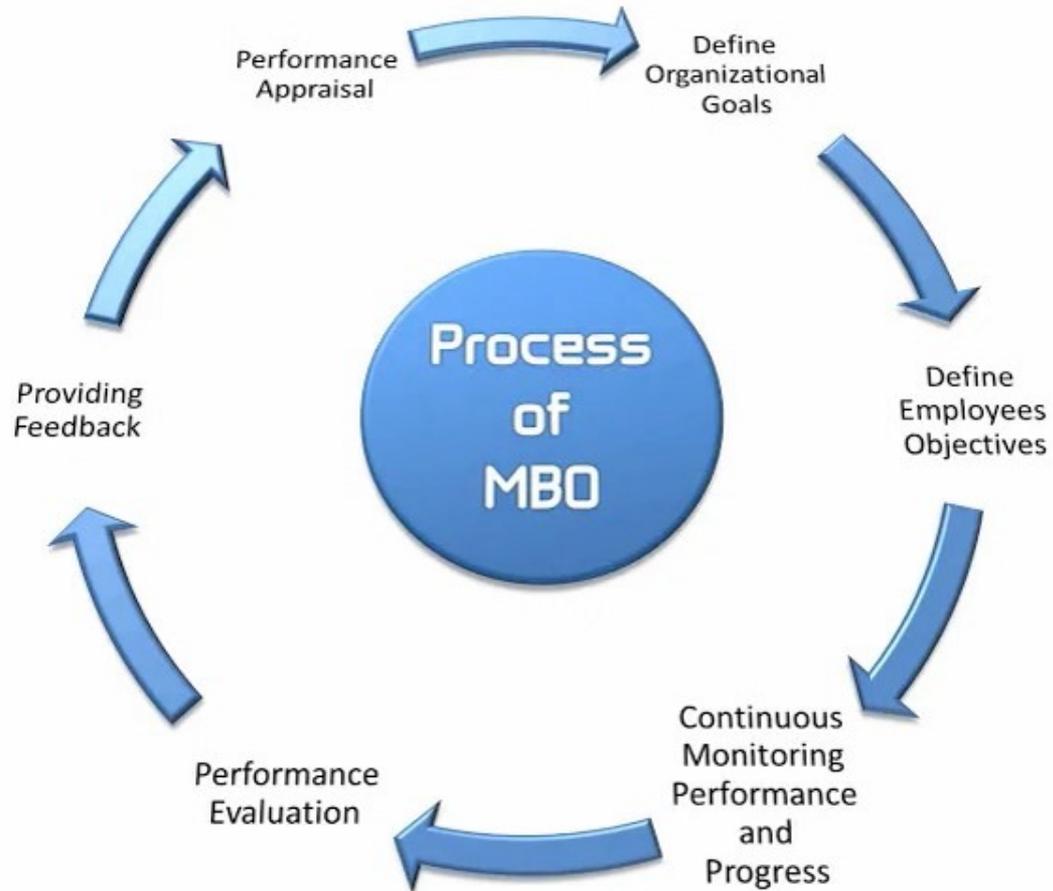
Important Feature and Advantage of MBO

1. Motivation – Involving employees in the whole process of goal setting and increasing employee empowerment. This increases employee job satisfaction and commitment.
2. Better communication and coordination – Frequent reviews and interactions between superiors and subordinates help to maintain harmonious relationships within the organization and also to solve problems.
3. Clarity of goals.
4. Subordinates tend to have a higher commitment to objectives they set for themselves than those imposed on them by another person.
5. Managers can ensure that objectives of the subordinates are linked to the organization's objectives.
6. Common goal for whole organization means it is a unifying, directive principle of management.

Process of MBO

- Goal to attain by each employee are decided. These goals are jointly established and will be used for evaluating the performance of employee.
- The performance standard for the employee are set in the previous attain time period. As employee perform they know, what has been done, what remains to be done and what has to be done and where.
- The actual level of goal attainment of employee is compare with the reason for the goals that were not met and the goal that were exceeded.
- New goals are established and positively new strategy are formulated for the goal not previously attained. At this point the involvement of superior- subordinate may change. Subordinate is allow to participating in the deciding the goal.

This process is repeated again and again.



Limitation of MBO

- Time-consuming
- Failure to teach MBO philosophy
- Reward-punishment approach
- Increases paper-work
- Creates organizational problems
- Develops conflicting objectives
- Problem of co-ordination
- Lacks durability
- Problems related to goal setting
- Trained managers are not available
- Pressure oriented
- Lack of appreciation
- Inflexibility

Six Sins

Drucker was very critical about non performance of public agencies. He identified six feature which he called as 'sin' which contribute to non performance.

1. Having Lofty objective
2. Attempting to do several thing at the same time without prioritizing them
3. Belief in fat is beautiful
4. Dogmatism
5. Failure to learn from experience
6. Belief in immortality and inability to abandon and continue the policies, programmes and institutions long after they are unnecessary and their need is disappeared.

Criticism

- Journalist nature of work
- Failure to appreciate the different context of public administration
- Failure to recognise the limitation in application of market approaches in government
- Failure to discern the actual tenor and texture of public management

References

- i. The Practice of Management
- ii. Manoj Dixit; et. Al - Public Administration
- iii. Maheshwari, S.R. - Administrative Thinkers
- iv. Prasad & Prasad - Administrative Thinkers