

# EVOLUTION OF PUBLIC ADMINISTRATION

*by*

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The development of Public Administration as an academic field can be discussed through five successive phases

Phase :I

Phase :II

Phase :III

Phase :IV

Phase :V

The Politics/Administration Dichotomy (1887-1926)

The Principles of Administration (1927-1937)

Criticism and Challenges (1938-1950)

Crisis of Identity (1950-1970)

Public Administration as an Independent Discipline (1970 Onwards)

**PHASE I: THE  
POLITICS/ADMINISTRATION  
DICHOTOMY (1887-1926)**

1. **Woodrow Wilson** was the first scholar who mainly set the tone for the early study of Public Administration through his essay entitled “**The Study of Administration**” appeared in 1887 .
2. Wilson’s view was further continued by **Frank J. Goodnow**, who in his book “**Politics and Administration**”, published in 1900 .
3. In 1926 **Leonard D. White’s** “**Introduction to the Study of Public Administration**” was published which is regarded as the first book entirely devoted to the discipline.

## PHASE II: THE PRINCIPLES OF ADMINISTRATION (1927-1937)

1. In 1927, W. F. Willoughby's book "**Principles of Public Administration**" was published in which he asserted that —in administration there are certain fundamental principles of general application analogous to those characterizing any science.
2. Among the most significant works relevant to this phase were M. P. Follet's "**Creative Experience**" (1924), Henri Fayol's "**Industrial and General Management**" (1930) and James D. Mooney and Alan C. Reiley's "**Principles of Organization**" (1939)
3. Luther Gulick's and Lyndall Urwick's "**Papers on the Science of Administration**" (1937).
4. The most notable contribution to the literature was F. W. Taylor's "**Principles of Scientific Management**" (1911).

### PHASE III: CRITICISM AND CHALLENGES (1937-1950)

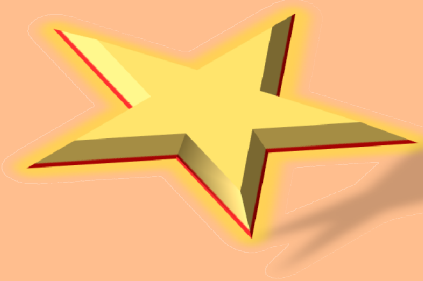
1. In the very next year (1938), the mainstream Public Administration was challenged with the publication of Chester I. Barnard's "The Functions of the Executive".
2. A book entitled "Elements of Public Administration" edited by Fritz Morstein Marx (1946) was one of the first major volumes to question the assumption that politics and administration could be dichotomized.
3. However, the most formidable dissection of the principles notion appeared in 1947 when Simon's "Administrative Behaviour: A Study of Decision-Making in Administrative Organization" was published.
4. In the same year, Robert A. Dahl also countered the claim of principles of public administration as a science in his article entitled "The Science of Administration :Three Problems".

## PHASE IV: CRISIS OF IDENTITY (1948 – 1970)

1. **John Gaus, for example, in his famous article “Trends in the Theory of Public Administration” (1950) observed that –A theory of public administration means in our time a theory of politics also. ||**
2. **Comparative Administrative Group and F. W. Riggs.**
3. **such works as James G. March and Herbert Simon`s “Organizations”, Richard Cyert and March’s “A Behavioural Theory of the Firm, “March’s “Handbook of Organizations” and James G. Thompson`s “Organizations in Action” gave solid theoretical reasons for choosing Management as the paradigm of Public Administration.**

**PHASE V: PUBLIC  
ADMINISTRATION AS AN  
INDEPENDENT DISCIPLINE (1970  
ONWARDS)**

1. In this regard **three** distinct inter-theoretical linkages can be identified.– a) politics-administration union, b) Economics-administration confluence, and c) organization theory-administration intermixing
2. National Association of Schools of Public Affairs and Administration (NASPAA), 1970
3. The “Sala Model” of **Fred Riggs**
4. New Public Management (NPM) theory advocated by **David Osborn** and **Ted Gaebler** in their book “Reinventing Government”, 1980
5. The Public Choice Approach of **Vincent Ostrom** in the 21st century -State Minimalism has started.



**Thank  
You**

