

(Please do not write anything except the question number in this space)
 कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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Answer Questions in NOT MORE THAN the Word Limit specified for each in the Parenthesis.
 Content of the Question is more important than length.
 (Specimen Answer Booklet - For Practice Purpose Only)

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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Q
 20/4/23

Critically examine model of Max Weber and Chester Bernard with reference to "Bureaucratic authority" (PYQ 2001)

Time Taken:
 12.5
 mins

While Weber belonged to the classical school and Bernard was from Dynamic (Behavioural school) - both were interested in the study of "why people obey commands or follow orders" and thus gave their models for exercise of authority

Weber	Bernard
1) <u>Definition</u> : Authority is where orders are obeyed - they carry legitimacy	1) Authority is the <u>CHARACTER</u> of the order by virtue of which it is <u>ACCEPTED</u> by members
2) <u>Basis</u> : Authority is <u>POSITIONAL</u>	2) Authority rests with subordinates who decide whether or not to follow
3) <u>Influence</u> : Structural/ classical thought	3) M.P. Follet (authority rests with <u>SITUATION</u>) and Elton Mayo
4) <u>Sanction</u> : legal rational/ traditional/ charismatic	4) <u>Acceptance</u> by people itself gives sanction

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Synthesis of both Weber's & Bernardi's view remain relevant to Bureaucratic authority:

① Authority of a position must be CLEARLY DEFINED

Eg: 2021: Center unilaterally called West Bengal Chief Secretary on central deputation but the CS could not follow orders because they did not concur with state government under AIS Cadre rule 1964

② Authority must be rational:

Eg: "Governors must not order president's Rule based on political motives" - SR. Bommai case

③ People must be capable of following orders:

Eg: many compliant tax payers became non-compliant after GST due to lack of expertise or resources

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④ Must be aligned with personal & organisational interests of subordinates

Eg: Ashok khemka disobeys political orders that go against code of conduct as public servant

In some cases however Weberian or Bureaucratic views of authority may not be applicable

[Eg 1]: Lateral entrant's may not have the position but may command authority due to expertise

[Eg 2]: Bernard's view that authority rests with subordinates not viable in case of striking doctors/public servants that must return to working under Essential-services Act orders.

Thus, a synthesis of Weberian & Bernard's view on authority can help expand zone of acceptance of orders & authority