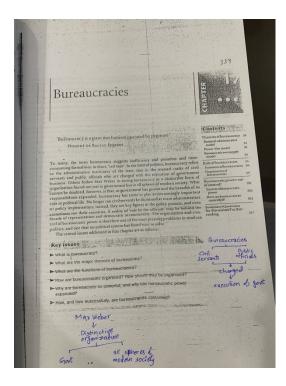
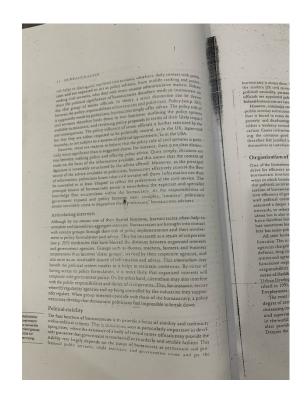
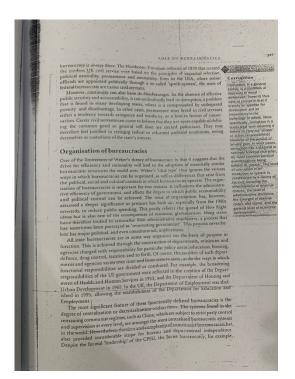
WEEK 7: Leadership continues; Bureaucratic Leadership



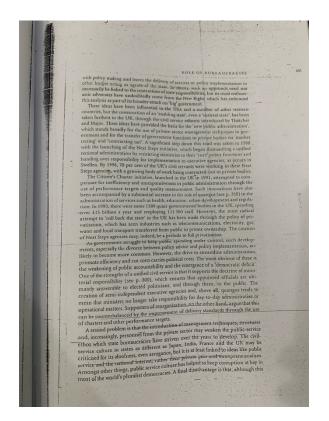
Theories of bureaucracy of bureaucraty engenders: deep political parsions. In the modes, are invitably been negative, Liberals criticales bureaucracy for its lar of accomability, Sociliant, particularly Marxista, condemn it as a discomability, Sociliant, particularly Marxista, portrays bureau class voluments and the New Right, for its part, portrays bureau class voluments in the New Right. for its part, portrays bureau contesting views. reaucracy as a rational–administrative machine reaucracy as a conservative power bloc reaucracy as a source of government oversupply Rational-administrative model denies study of bureaucracy has been dominated by the work of Max. Weler 901 for Weler, bureaucracy was an 'ideal uppe' (see p. 18) of raike haved our of noise the opposed to entite tradition or charisma. He ideatified a similar that uppecedly characterise bureaucratic organisation. The most an of these are the following: as are fixed and official, and ordered by laws or rule









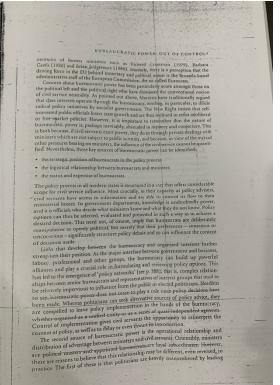


And the second ntages and disadvantages Hatters autonomous nongovernment a sense. Outingo and carvanation of the state of the state of the state of the songe of gevernment handling that is stated bodies with executive aroung and gevernment handling the generation of the songe and gevernment handling on part of arrays length handling and another comparison that they are part of the songe of output the songer handling that they are part of the songer of output the songer handling that they are part of the songer of output the songer handling that they are part of the songer of output the songer handling that they are part of the songer of the songer handling that they are part of the songer of the songer handling that they are part of the songer of the songer handling that they are part of the songer of the songer handling the songer of the songer of the songer of the songer handling the songer of the songer o manges include the following: specialist oment departments and ork of 'official' gove the strate the logities the state the the latent to the following reasons: the energy of ministerial parronage and so contribute to the and parling a ministerial parronage and so contribute to the distribution of the energy of the source of the source to overse the working of government. The workshot for ministry public aseministration more disjointed and The polic scope for civil server and it is options desired manipu uncorise of decir labour alliance has lee ships i be relise to say been are c whee Com typ of reorganisation tends to be associated with the rolling back of the state; it may in protice lead to greater centralisation and government control. This occurs because 2 agreement relinguishes circs: responsibility for the delivery of structes, inforced out up ange of bodies to care you chanding and explaintory functions. This, in turn, allows policicans to each influence through parronage and the setting opticimant expressions powers that formerity cares within the jurisdiction of profes-tional burenerst (lenkan; 1995).

Bureaucratic power: out of control?

Sources of bureaucratic power

Sources of bureaucratic power Deput the containing image as logal and supportive public servants, hareau-sential are subjective as a propertial and individual figures who collectively con-since a fourth which of portnesses. The Desits as different as Weber, Bursham and Totaly have built presented in the phenomenon of bureaucrain power and the degrees to this patient means in the presentation of bureaucrain power and the degrees to this patient means the interactional Trade and Industry, are gravatily viewed as the "permitting" of International Trade and Industry, are gravatly viewed as the "permitting" who matterminds the ("paparties" choose manife project of the 1906, will 1966, Killner and Crowstees-Hunt (1960) dashed the UP's tend server: Brows's rolling class'. This spect was tendorced in the



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BUREAUCRATIC FOWER: OUT OF CONTROL? party programmes and manifestos, they doyond on civil servints to translate broad particularly across the practical and vorthable solution programmes. This problem is particularly across because of the minimatch in distance programmes. This problem is to win elective office and those needed to runners the shill ado attabutes required to runnary systems practicals, ministes are appearated from minimation. In partic-andrate the sense production of the majority party or parties in the assembly), and it is rare of taken (the members of the majority party or parties in the assembly), and it is rare for them to have either specialite knowledge of their departmental remit or previous experience of administering a large-scale organisation. How can bureaucrats be controlled? How can bureaucrats be controlled! The precised need to control the bareaucray relieves while range of concerns. That importantly, unchecked bareaucrains power applies the dynaics of terpresentative and the presentation of the termination of the presentation of the presentation of the presentation of the termination of the presentation of the self-discipling imported by static presen-tion of the presentation of the self-discipling imported by static presen-tion of the presentation of the self-discipling imported by static presen-tion of the presentation of the self-discipling imported by static presen-tion of the presentation of the self-discipling imported by static presen-tion of the presentation of the presentation of the presentation of the termination of the termination of the termination of the presentation of the termination of the termin • the creation of mechanisms of political accountability • the politicisation of the civil service · the construction of counter-bureaucracies. Political accountability State bureaucrates can be made accountable (see p. 375) to the political executive, the assembly, the judiciary, or the public. The political recentive is easily the most important of these bodies, because of its overall responsibility for government administration and its class working relationship with the civil service. The most elaborate system of executive control has been found in atta-spicialist-regimessule ability of government organs wis Constructed to run parallel to, and exercise uppervision over, the state administration. However, so complex and extensive was the machinery of govern ment in these regimes that even the prevaive influence of a leading party fields to prevent community thureaux raise from developming interestor denies routed be as conduits through which economic, social and regional interests could be expressed. expressed

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function. Amongst the informal pressures on the bureaucracy are those exercised by the must needla ad well organized interest groups. Bureaucrast recognise that, regard-len of the mechanisms of formal accountalishty, their status and public standing can

BUREAUGRATIC POWER: OUT OF CONTROL! 3 be damaged by the exposure of scandals, corruption and administrative negatives. The publicity gives northe Watergares affins an the USA in the 3705 that bed to trighter and the Federal Bureau of Investigation (FBU). Similarity, the Fench newspaper Le ship the Farinber Water, thus constrbuting to the resignation of the defence are subscripted by the subscription of the similarity of the defence and the Farinber Water, thus constrbuting to the resignation of the defence minister. On the ather hand, such investigations can be selerely hampered by the colliser of secret that sually prevades state administration, and by the absence of open government (see p. 292). <section-header><section-header> Politicisation

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SUREAUCRACIES not accumulated over a number of governments, and, as in the USA, surge in administration brings about a major breach in the continuity of many administration brings about a major breach and the surgery of both political commitment and 17 BUREAUCRACIES

are not accompliated norm a charge on administration burge about a major breach in the continuity of generation. Methods and administration burge about a major breach in the continuity of generation. Methods are administration and perconduction of the second second second back may be may be made and perconduction of the second second second second second about a second sec

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A further difficulty is that counter-bureaucrasies may compound rather than achee, the problem of political counter-bureaucrasies may compound rather than the CPRS in 1983, believing at the but source of damaging tasks during that North, were at the centre of the time. Contra affair, that could be the Reagn admini-picked advisers creates the damger that they allocat themselves off-from political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocat themselves defform political picked advisers creates the damger that they allocate themselves defform political political davisers creates the damger that they allocate themselves defform political political davisers creates the damger that they allocate themselves defform political political davisers creates the damger that they allocate themselves defform political political davisers creates the damger that they allocate the molecular political davisers political davisers creates the damger that they allocate themselves defined by both the Watergate and the Tan-Contra affairs, when the regreterive presidents believed that they could neither trust nor control an essentially hostile (edged bureaucracy.

Summary

The term bureaucracy has been used in a number of ways. Originally, it meant rule by officials as opposed to elected politicians. In the social sciences, it is usually understood as a mode of organisation. Modern political analyzer, however, use the term bureaucracy to mean the administrative machinery of the state, bureaucras being abnelected state officials or civil servants, who may or may not be subject to political control.

• Universite of the subject to the bureaucracy is a rational-administrative machine, the characteristic form of organisation in modern society. The conservative power-bloc model emphasises the degree to which the bureaucracy reflexits broader class interest and can resist political control. The bureaucracit oversupply model emphasises to tendency towards big gevenment caused by the pursuit of career self-interest on the part of civil servants.

The core function of the bureaucracy is to implement or execute law and policy through the administration of government business. However, civil servants also play a significant role in-offening policy advice to ministers, in articulating and aggregating interests (especially through links to client group), and in maintaining political stability and continuity when there is a change of government or adminis-tration.

Bureaucracies have traditionally been organised on the basis of purpose or func-tion, hence their division into departments, ministries and agencies. The degree of centralisation or decentralisation within them varies considerably, Modern trands. Tobower, are lowards the divorce of policy making from policy implementation, and the incorporation_of_purvate-sector management techniques, if not outright privatisation.

There is concern about bureaucratic power because of the threat it poses to democratic accountability. The principal sources of bureaucratic power include the ability of civil servants to control the flow of information and thus determine when their political masters know, the logistical advantages that they enjoy as permanent and full-time public officials, and their status as experts and custodians of the national interest.