

PUBLIC ADMINISTRATION ABSTRACTS  
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Vol. 9, No. 10

October, 1965

ABSTRACTS

ADMINISTRATIVE MANAGEMENT

**Atthreya, N.H. Management by implications. Management International (Geneva) 1965. no. 1. p. 119-126.**

One can easily recall many instances in which an administrator has not taken account of the implications of his managerial acts with long lasting consequences. Unlike objectives, implications cannot be made obvious, spelled out, and measured. They remain implied. The impact of an administrator's act can only be felt by its recipients. The administrator can, at best, only imagine the impact of his action. The success of a policy of management by objectives depends upon effective management by implications since the effects of implications are direct and decisive for the attainment of objectives.

The phenomenon of management by implications has long been present. Here it is given a name to focus attention. It is present in state operations as much as in business operations. In the current context of developing countries, where states go further than regulatory functions, and themselves enter trade and industry implications of actions of officials assume a great importance. The pace and quality of progress rest in the hands of public servants. Their day-to-day official behaviour can undermine the government and governmental system. It is possible that only a handful of officials may be unmindful of their day-to-day official behaviour, but even so the actions of a few may cause public distrust of all men holding substantially similar offices.

By its very nature, the principle of management by implications cannot be a dogma or a fixed tenet or a set of rules or a mathematical formula. It calls for thought, a scale of values, a sense of responsibility, awareness, imagination and dynamic vision—all of which stem from personal discipline, and the conviction that intangibles lead to tangibles.

### CIVIL SERVICE—PAKISTAN

Gorvine, Albert. *The Civil Service under the Revolutionary Government in Pakistan*. *Middle East Journal* (Washington, D. C.) v. 19, no. 3. Summer 1965. p.321-336.

In the language of American public administration, it is improper to refer to a Pakistan civil service system. The members of the public service in Pakistan do not belong to a unified public service with uniform rates of pay, promotions and benefits. In fact, there are various services, each with its own rate of pay, its own benefits, and its own special government posts reserved for its members. These many and diverse services are best classified as follows : (1) Central superior services, which include such services as the Civil Service of Pakistan, the Police Service and Audit and Accounts Service ; (2) Provincial Civil Service which staffs, largely, the lower level general administrative posts at the provincial level ; and (3) Technical services which include the engineering service, education service, and agriculture service. Among these various categories of services there has been very little exchange of membership and only slight overlapping exists for a few selected posts at different levels of the hierarchy. Where there is overlapping, there are great inequalities.

At the apex of the administrative pyramid in Pakistan is the Civil Service of Pakistan, the direct descendant of the old Indian Civil Service. The organisational structure of the services has contributed much to the conflict within the bureaucracy of Pakistan. The functioning of the Civil Service of Pakistan in the revolutionary government