



University of Fort Hare
Together in Excellence

PAD 813: Administrative Theories

MASTERS IN PUBLIC ADMINISTRATION (31010)

Main Degree Examination, June 2025

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Time: 3 Hours

Subject: Administrative Theories

Paper: PAD 813: Administrative Theories

Marks: 100

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This paper consists of 2 pages, including the cover page.

1st EXAMINER

Dr IR Kuhlengisa [University of Fort Hare]

EXTERNAL EXAMINER

Prof T Molokwane [University of KwaZulu Natal]

INSTRUCTIONS

- (i) Answer **Any Two** questions.
- (ii) You are expected to draw relevant examples and illustrations from the theory and practice of Public Administration/public administration.

1. Based on the evolution of Public Administration paradigms as covered in the Administrative Theories module in class, critically analyse any **ONE paradigm** of your choice and evaluate its significant contribution to the development of Public Administration as a discipline. Your analysis should demonstrate how the theoretical underpinnings of your chosen paradigm have been translated into practical applications within South Africa's public sector. **[50 Marks]**

2. Analyse the enduring significance of Classical Theories (Weberian bureaucracy, Taylor's scientific management, Gulick, POSDCORB, Fayol Administrative Management Theory) in South Africa's public administration. To what extent do these theories remain applicable in contexts requiring adaptive governance, such as crisis management or digital transformation? Critically discuss their limitations in addressing issues like participatory democracy. **[50 Marks]**

3. Compare New Public Management (NPM) and Network Governance theories as responses to 21st-century administrative challenges. Using a South African case study of local government partnerships, assess which framework offers greater utility in balancing technical efficiency with social equity. What are the risks of over-reliance on market-oriented against collaborative governance models? **[50 Marks]**