



Nature and scope of Development Administration Development

Humiara

Maharishi University of Information Technology, Noida, Uttar Pradesh, India

Abstract

It is the end result of (Public) Administration. The paradigm of development is depending on the nature of government and its policies. It may be ideologically driven or ethically motivated. It strips off the orthodox structuralism of public administration as put forward by classical Administrative theorists and attempts to cater the emerging need of a given population upon which the process of administration is going to be taken place. Development Administration is an intellectual enterprise with which defined goals of development can be achieved. Welfare of people, increase in per capita income, empowerment of the marginalised if any, long term projects like implementation of five year plans, strategies to ensure sustainable development, eradication of poverty and mitigation of commoners' grievances....the list may not be completed and the projects and programmes of government or public authority unquestionably relates to the nature of their administration. Development Administration as a theory and model is an article for developmental design of third world countries. According to Kempe Ronald Hope "Virtually every development plan, administrative reform agenda, political party manifesto, Government action plan and major policy speech has come implicitly or explicitly to suggest a preference for the Development Administration approach to public management". Unlike the western developed nations third world countries resort a state or public purse centred approach for development initiatives. But we cannot give exclusiveness for development administration as a sole strategy adopted by the third world countries. Kempe Ronald Hope in his article "The Dynamics of Development" and Development Administration has pointed out three reasons for the development of "Development Administration" as a new discipline as well as an approach. They are: a. Role of CAG (The Comparative Administration Group; between 1962-71) headed by FW Riggs and supported by The Ford Foundation of America. The group conducted extensive studies and later published several papers intending to support the third world countries in their social reconstruction. "The administrative problems of developing countries" was the concern of the CAG. b. "Highly Prescriptive" nature of Development Administration. It suggests easy ways to overcome administrative problems on the way of operationalizing administrative tenets. c. As an approach the new tendency of development administration demanded "administered social change." According to George K. Najjar, (Journal Article: Development Administration and "New" Public Administration: A Convergence of Perspectives?) "The main thrust of development administration has been the study of administrative patterns and behaviour in societies caught in the midst of transition along the path from rural, agricultural, peasant life toward urban, industrial, and more advanced forms; and to devise a set of guidelines potentially helpful in facilitating the process of transition". Najjar points out the role of Development Administration as an approach to ease the transitional phase of countries which are caught up in between development and underdevelopment. In democratic countries it is the conduct of administration in a political context. One of the landmark events in the history of public administration and comparative public administration was the Conference on Comparative Administration convened in Princeton, New Jersey, during September 1952 by the Public Administration Clearing House. There were thirty scholars, administrative advisers and other executives in the conference. They expressed concern over the changing role of Public Administration across continents. The agenda setting of the conference was "... gave examples of problems that they had confronted about which doctrine and knowledge were lacking, particularly comparatively. Mention was made of the proliferation of government corporations for agricultural, industrial or financial development in underdeveloped countries, without understanding of the conditions for their success or the methods of their control. What were the conditions for success or failure of various devices of parliamentary government? Problems of delegation of authority, of budgetary procedures were said to be pressing". The conference suggested the need for making comparative studies of administration in different countries. It was the first attempt to analyse public administration on the context of a country's special circumstances. The Conference declares that Public.

Keywords: development, administration, government, opportunities

Introduction

Administration no longer be treated as an "ivory-tower" theory but its content and context should be prefixed with the unique social setting on which it is going to be implemented. Development administration thus becomes a by-product of comparative public administration. Comparative public administration studies administrative systems in developed as well as developing or underdeveloped nations. How to apply the theories of public

administration in differing context of development or underdevelopment, "ethnic, cultural, historical, religious, linguistic, or racial backgrounds" is the concern of Development Administration. Two types of administrative changes are debated in this context. Inter system maintenance and outer system modifications. Inter system maintenance means that development of proper organs for running administration; that covers reforms in bureaucracy, administrative laws, E-governance etc. The latter deals with

the impact of administration in society or social changes like improvement of standards of living, removal poverty, reduction of inequality, social justice etc. The UN division for Public Economics and Public Administration explains the Goals and tasks of development administration as: Establishment of “welfare state” is the most important task of development administration. The State, and by extending the scope of public administration, would be the engine of development. The welfare state would come about through government's control of the national economy. Accordingly, government took on several important tasks: centralized economic planning, the preparation and execution of development programmes and projects, the promotion and management of industrial growth, and meeting the basic needs of citizens through the provision of social services, economic opportunities and social welfare programmes. Development Administration is administration for development purpose. It is a version of underdeveloped or developing nations who want to improve themselves using public administration. It is an offshoot of comparative public administration. It addresses the need of society and social dynamics. The basic assumption behind development administration is that social changes can be initiated or guided by administration machinery. Classical public administration was looking for improvements within the administrative framework while development administration is looking for social change and wants to be a cause for social engineering. Under developing and developing nation's resorts to well configured system of administration to achieve national goals. Development administration represents the goal oriented or plan based developmental tasks. Development Administration is a mid 20th century concept. It was an attempt to make public administration more goal oriented and democratically driven one. The concept is largely encouraged to evolve developmental programmes and policies suitable for developing and developed countries. It is an action oriented and strategy packed aspect of public administration. It is a path breaking approach towards administration. Normally administration, in the context of Government, is an offshoot of professional management of public policies. But development administration is an attempt to integrate multitude functions of government in a systematic way to peruse goals of development, very often targeted and previously ascertained goals of development. No longer will administration be considered as a pattern of systematic and routine bound activity. Development Administration is an inclusive approach towards development. Development is the ultimate goal. Without development no administration can achieve anything. It is for the people and not for the technocrats of administrative milieu. As the goals of administration became well defined development, the new approach can bridge the gap between different administrative theories. Development Administration is focussed on the administrative problems of developing and developed nations. Administration should not be meaningless. It will be supplemented with corresponding changes in a given area of attention. The Change should be positive as well as progressive in the long run.

Objectives

- a. An economic component dealing with creation of wealth and improved conditions of material life, equitably distributed;

- b. A social ingredient measured as well-being in health, education, housing and employment;
- c. A political dimension including such values as human rights, political freedom, enfranchisement, and some form of democracy;
- d. A cultural dimension in recognition of the fact that cultures confer identity and self-worth to people;
- e. The full-life paradigm, which refers to meaning systems, symbols, and beliefs concerning the ultimate meaning of life and history; and d. A commitment to ecologically sound and sustainable development so that the present generation does not undermine the position of future generations.

Research Methodology

1. Emergence of newly independent developing countries

The traditional concept of public Administration as was underwent transformation with the emergence of the ‘Welfare state’. The narrow vision of public administration as “law and order machinery or revenue administration” underwent overhauling to get armed with socialistic centred path of welfare state during the 20th Century. The development administration as movement was a response to the emergence of the ‘Newly Independent states’ in Asia and Africa, and they were trying to address the problems of poverty, unemployment, illiteracy, malnutrition etc. The governments in these countries were entrusted with an agency role of welfare and development. The exigencies of time have made the administration in developing countries development – oriented or welfare oriented.

2. Development schemes in the developing countries

These developments have had a profound impact on the public administration. Development becomes a multi system management. Complex socio-economic compendium gets processed by the political systems for gaining balanced change. Developmental Administration in developing countries represents a cluster of politico-bureaucratic nexus. Further, most developing countries have realised that national development is essentially an integrated process of change. It is a dynamic process directed towards transforming the entire society, enmeshing its economic, social, political and administrative aspects, for an all-round, balanced change. School of Distance Education Development Administration. Establishment of Comparative Administration Group (CAG) in 1960- D. Waldo, Fred Riggs, Weidner etc. were talk about New Public Administration. These scholars in 1968, in Minnbrook conference, attempted to define public Administration a new. They focussed on the concept of development administration, in different ecological settings, operates in order to achieve a set of social goals. The CAG attempted to make comparative study of Public Administration as evolved in the developed nations with as adopted in developing as well as under developed nations of the world. Hereinafter the public administration treated as a tool for ensuring development in developing and under developing nations. When we connect public administration with its end result or nature of service delivery system it becomes development administration or administration for development of society. Development administration is process of guiding an organisation toward the achievement of progressive political, economic and social objectives that are authoritatively determined one manner the other. 4.

Attempt to make Area Studies in Administration. Area studies mean that we have to understand the administrative system of each country with its own social, economic, cultural and regional uniqueness. For instance, the administrative tactics used by Indian Government must have close bearing with the plural culture of India. Nature of distribution of power, role of civil service, the core areas where the government have given more importance like irrigation, agriculture, infrastructure, education etc. 5. Administration is not a technical matter alone; Development administration is not the application of administrative theories for the improvement of administrative machinery alone. It is a legitimate method for social transformation. It follows an evolutionary process through which transformation of society is made possible. It fetches both internal and external reformation; internally the system corrects itself to absorb social needs and externally the society becomes capable of accepting the government as their sole agency of social change.

Literature Survey

Development administration is concerned with following matters

1. The formulation and implementation of plans, policies, programmes and projects for national development.
2. Development Administration focussed to the national development; it is 'action oriented' and 'goal oriented' administrative system.
3. Development administration concentrates on the Socio-economic change of developing nations.
4. Virtually it galvanized society and saved many nations from drastic social changes.
5. Project and programme oriented development of states eventually saved the generations from the threat of civil war for social change.
6. Need of internal reforms within the administrative structure and demand for creating more committed administration.
7. It enhanced the role administrators as an agent of social change.

School of Distance Education Development Administration Development Administration is a type of administration or management, adapted for the particular needs of developing countries has been referred to interchangeably as development administration or development management. Broadly development administration is an integral part of societal development and is profoundly influenced by the overall political, economic, and cultural attributes of society. The sphere of development administration has acquired an immense importance in the countries of Asia, Africa and Latin American since the 1960s. Often these countries are labelled as developing countries because they are relatively young and are engaged in the developmental tasks of nation- building and socio economic progress. Although, these countries have different customs, traditions, cultures, political systems, languages, and vary greatly in social values, religious beliefs and degrees of economic development, they have the following fundamental features in common. a. First, they are faced with similar developmental problems, be it social, economic, political or administrative. b. They are embarking on the road of modernisation with much stress on raising their national income per capital and improving the well being of their

people. c. They have realised the importance of development administration as a means of carrying out socio-economic, political change with a view to achieving the goals of nation building and socio economic progress. Meaning of Development Administration For Harry J. Friedman development administration means: i. Programme implementation for socio economic progress and monitoring of nation building progress ii. Administrative reforms to keep the bureaucracy updated. According to Hahn Been Lee, development administration involved management of government or of an agency to ensure capability to cop up with social change and sustained growth. Gant observed that development administration is "that aspect of Public Administration in which focus of attention is on organizing and administering public agencies in such a way as to stimulate and facilitate defined programmes of social and economic progress. It has the purpose of making change attractive and possible." Thus development administration involves two elements: 1. The bureaucratic process that initiates and facilitates socio-economic progress by making the optimum use of talents and expertise available; and 2. Mobilisation of administrative skills so as to speed up the development process. Development administration concentrates on the needs and desires of the people, it is concerned with formulation of plans, programmes, policies and projects and their implementation. It plays a central role in carrying out planned change i.e. it is concerned with planning, co-ordination, control, monitoring and evaluation of plans and programmes. It is not only concerned with the application of policies as determined by the political representatives in existing situation but also with introducing efforts to modify existing situations so as to serve the cause of the masses. The administration of development implies: School of Distance Education Development Administration Page 11 i. The execution of programmes designed to bring about progressive improvement ii. The changes within an administrative system which increases its capacity to implement such programmes. Edward Weidner defined it as "The process of guiding an organisation toward the achievement of progressive political, economic and social objectives that are authoritatively determined in one manner or the other", i.e. Edward Weidner thinks that development administration deals with achievement of social goals as determined by government on behalf of its population. Merle Fairsoul regarded development administration as "a carrier of innovating values, it embraces the way of the new functions assumed by developing countries embarking on the path of modernisation and industrialisation. Development administration involves the establishment of machinery for planning economic growth and mobilising and allocating resources to expand national income". F.W Riggs mentions that the study of Third World administration, interpreted largely as development administration, became the central concern for and synonymous with comparative public administration. As a concept, he defines development administration as the combined process of both the 'administration of development' (implementation of development policies and plans) and the 'development of administration' (improvement of administrative capabilities) To Montgomery, Development Administration connotes "carrying planned change in the economy or capital infrastructure and to a lesser extent in the social services especially, health and education". In the above definitions,

development administration is used in two inter-related senses. It refers to the administration of development programmes, to the methods used by large scale organisation, notably government to implement policies and plans designed to meet these developmental objectives, i. By implication, rather than directly, it involves the strengthening of administrative capabilities. The two aspects of development administration i.e. administration of development and development of administration are intertwined in most definitions of the term. Riggs Observes "Administration cannot normally be improved very much without changes in the environmental constraints (the infrastructure) that hamper its effectiveness and the environment itself cannot be changed unless the administration of development programmes is strengthened". Donald Stones analysed the concept of development administration in terms of plans, policies, programmes and projects towards the achievement of developmental goals. Development administration, therefore is concerned primarily with the tasks and process of formulating and implementing the four Ps (Plans, Policies, programmes and projects), in respect to whatever mixture of goals and objectives may be politically determined. It signifies the space where freedom of administrative machinery is expressed in its values and beliefs without fear or favour on programmes and projects. In brief, Development Administration has following objectives:

- ⊗ Application of innovative strategies for development
- ⊗ Emphasis on development at the grassroots level.
- ⊗ Development has to be a need-oriented and self-reliant process
- ⊗ School of Distance Education Development Administration Stress on social development and human capital as a major resource.
- ⊗ Development has to be viewed not merely as a technological problem but also as an ideological norm.
- ⊗ It gives birth to new administrative approaches like ecological studies in administration.
- ⊗ Profound and rapid change in order to establish a distinct and just social order.
- ⊗ Recognising and highlighting the unity, rather than dichotomy between politics and administration.
- ⊗ Effective and efficient use of scarce resources.
- ⊗ Creation of a politics-administrative environment which is oriented towards securing basic needs of the population
- ⊗ Development Administration as Development of Bureaucracy; The development of administration means development of administrative machinery and processes suited to the task of national development. Only through an effective administrative system can the goals of socio- economic development and nation-building be achieved. The government being the principal planner, financier, promoter and director of national development depends on bureaucracy for its functioning. Therefore, the role of bureaucracy as an agent of socio-economic change becomes important in the development process. Despite the fact that bureaucracy in developing countries is ill-prepared and ill-motivated for the tasks lying before it, the fact remains that in most of these countries it is the major instrument of social change. Eisenstadt observes that bureaucracies in developing countries "helped to maintain the framework of a unified polity as well as the capacity to absorb varied demands and to relate them effectively. Not only were they important instruments for unification and centralization, but they enabled the rulers to implement continuous policy. In

addition, they also served as important instruments for mobilisation of resources, taxes, manpower and political support. There is no basic conflict between bureaucracy and development. No doubt, at present it suffers from certain structural weaknesses and behavioural attitudes, nevertheless, given right orientation in the new content, bureaucracy can be structural and behavioural geared to the task of development. Weidner stated that Development Administration means "an action oriented and goal-oriented administrative systems." Weidner emphasised that the study of development administration can help to identify the conditions under which a maximum rate of development is sought and obtained. He contended that existing models for comparison were limited in their usefulness because they made inadequate provision for social change. He suggested development administration as a separate focus for research, the end being to relate different administrative roles, practices, organisational arrangements and procedures to the maximising of development objectives. Pai Panadikar identifies Development Administration with "administration of planned change." Hallmarks of Development Administration:-

1. Change – oriented
2. Goal - Oriented and result oriented
3. Citizen participation in the administration
4. Commitment to development
5. Integrated and holistic process
6. School of Distance Education Development Administration Page 13
6. It has two sides – one is development programmes and other is its implication.
7. Its scope of Operation is wide.
8. Stress on planning
9. Believes in decentralization.
10. Democratisation of administration
11. Inclined to social needs

1. Change – oriented Development administration is change-oriented. Traditional administration was oriented towards the maintenance of stability and status quo. Hence, Pai Panandikar said development Administration means 'administration of planned change'. The Planned development is intended to achieve specific results within the specified time. 3. Goal-oriented and result-oriented It is result-oriented. It expects specific results and expresses in most areas clear-cut norms of performance. Consequently, it would also be judged on the basis of results achieved. 4. Citizen participation Development being a process of social and economic change, citizen participation in the task of administration is vital. The public servants must be able to carry the citizens with them and draw them actively into the developmental processes. It demands a basic change in the outlook of the civil servants. 4. Commitment to development. Development administration requires a firm commitment, a sense of involvement and concern on the part of civil servants, if the goals of development are to be realised. 5. Integrated and holistic process. Development administration is inter-related and holistic process of change. It refers to the structure, organisation and behaviour necessary for the implementation of schemes and programmes of socio-economic change undertaken by the governments of developing nations." 6. It has two sides. Firstly, it refers to the administration of developmental programmes, the methods used by large-scale organizations, especially governments, to implement policies and plans designed to meet developmental goals. Secondly, Development Administration involves the strengthening of administrative capabilities. These two aspects are intertwined in development administration. 7. Its scope of operation is wide - Traditional public administration was limited to its function of maintaining law and order. But the

scope of development administration is wider. 8. Stress on planning - It is planned change. The administrative capabilities are strengthened to achieve developmental goals. This objective is linked with planning. The planned development is intended to achieve specific results within the specified time. 9. Believes in decentralization - Traditional administration believes in centralization. But Development administration believes in decentralization. School of Distance Education Development Administration. Democratization of Administration Space for people's involvement in the decision making process is another feature of development administration. Citizen's Charter, Grievances cells and roll of Grama Sabha etc. are examples for popular participation in decision making government in different levels. 11. Inclined to social needs. Government is always acting as pro-people machinery. Social change is the main aim of governments which follows the path of development administration. Prompt delivery of services, emphasis on social security measures, affirmative approaches like reasonable classifications in society like BPL, SC or ST etc. can be pointed as the best examples for development administrative approaches of the governed. In summing up the role development administration in a democratic country, we can say that it is goal-orientated as well as result-orientated; client oriented as well as commitment oriented; change and progress oriented; time and attitude oriented; freedom and capability orientation (Amartya Sen). The perspectives that encountered by the area of development administration are the citizen-government interface that theoretically explained by the ecological studies in Developmental.

Conclusion

Development Administration has to be efficient and effective. For that purpose it has to aim at enlargement of administrative capabilities and structural and behavioural change. It is this aspect of administration that is called administrative development or development of administration. In simple terms it means development of administrative system or administrative health by introducing- administrative rationalisation and institution building. The purpose implicit in this concept is not merely changing the administrative procedures and channels but also bringing out fundamental change in administration that leads to: The administration should evolve so as to commensurate with societal goals. Development of administration further means cultural change in administration. The colonial administrative culture is unsuitable to the changed socio-political ethos of the developing world. Our British legacy has adversely affected the administration. The obsolete Acts e.g. Police Act, 1861, cannot take us towards the path of change. Development of administration should refer to the creation of ability to adjust to new stimuli or changes. The development of administration aims at qualitative and quantitative transformations in administration with an eye on the performance of management of affairs. The term also implies technological changes in administration so as to enable it to adopt new modes or techniques of administration. Thus administrative development focuses on adaptability, autonomy and coherence in administration.

In short, administrative development is concerned with:

1. The capacity of an administrative system to take decisions in order to meet the ever-increasing demands coming from the environment and with the objective of achieving larger political and socioeconomic goals. School of Distance Education Development Administration Increase in size, in specialization and division of tasks and in the professionalization of its personnel.
2. A pattern of increasing effectiveness in the optimum utilisation of available means and further augmentation of the means, if necessary.
3. Increase in administrative capability and capacity.
4. Transformation of existing administrative mechanism into new machinery through modernizing the bureaucracy by external inducement, transfer of technology and training.
5. Replacement of initiative, practices etc. with those based on realist need.
6. Reducing the dependence on foreign experts by producing adequate trained manpower.
7. Promotion of development initiative.
8. Administrative reorganization and rationalisation.
9. Making modernisation culturally related.
10. Removing or reducing bureaucratic immobility and widespread corruption.
11. Reorientation of established agencies, and the delegation of administrative powers to them.
12. Creation of administrators who can provide leadership in stimulating and supporting programmes of social and economic improvement.

References

1. Afsaruddin A. *The First Muslims: History and Memory*. Oxford: Oneworld. Ahmad, K. 2008. *Challenges and practices in human resource management of the Muslim world*. *Journal of Human Resource and Adult Learning*, 2007, 4(2).
2. Ahmad K, Ogunsola O. *An Empirical Assessment of Islamic Leadership Principles*. *International Journal of Commerce and Management*. 2011; 21(3):291-318
3. Al Buraey M. *The Islamic Model of Administration: Strategy, Implementation and Implications*. *Managerial Finance*. 2001; 27(10-11):5-24.
4. Algaze G. *Ancient Mesopotamia at the Dawn of Civilization: The Evolution of an Urban Landscape*. Chicago: University of Chicago Press. Alkahtani, 2008.
5. An application of Islamic principles in building a robust human resource management system (in Islamic countries). *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*. 2014; 1(3):183-194.
6. Ali A. *Scaling an Islamic Work Ethic*. *Journal of Social Psychology*. 1988; 128(5):575-583.
7. Ali A. *Management Theory in a Transitional Society: The Arabs' Experience*. *International Studies of Management and Organization*. 1990; 19(2):22-37.
8. Al Khalili J. *Pathfinders: The Golden Age of Arabic Science*. London, UK: Penguin, 2010.
9. Al Qudsy S. *Values & Ethics towards Quality Public Delivery System of Malaysia. An Islamic Perspective*.

- Jurnal Syariah. 2007; 15(2):25-43.
10. Branine M, Pollard D. *iHuman Resource Management with Islamic Management Principles: A Dialectic for a Reverse Diffusion in Management*. Personnel Review. 2010; 39(6):712-727.
 11. Chhokar J, Brodbeck F, House R (eds). *Culture and Leadership across the World*. New York, 2007.
 12. Lawrence Erlbaum. Crone, P. *God's Rule: Government and Islam*. New York: Columbia University Press, 2004.
 13. Drechsler W. *iDebate: Islamic PA ñ does it exist, what is it, and why and how should we study it?* Public Money & Management. 2015; 35(1):63-64.
 14. El Kaleh E, Samier EA. *iThe Ethics of Islamic Leadership*. Administrative Culture. 2013; 14(2):188-211.
 15. Endot S. *The Islamisation Process in Malaysia*. PhD thesis, University of Bradford, UK, 1995.
 16. Essa A. *Studies in Islamic Civilization: The Muslim Contribution to the Renaissance*. Herndon, VA: International Institute of Islamic Thought, 2012.
 17. Freely J. *Aladdin's Lamp: How Greek Science Came to Europe through the Islamic World*. New York, NY: Vintage, 2009.
 18. Havemann A. *The Vizier and the Ra'is in Saljuq Syria: The Struggle for 69 Eugenie A. Samier Urban Self-Representation*. International Journal of Middle East Studies. 1989; 21:233-242.
 19. Hitti P. *History of the Arabs from the Earliest Times to the Present*. London: Macmillan, 1974.
 20. Hofstede G. *Culture's Consequences: International Differences in Work-Related Values*. Newbury Park, CA: Sage, 1984.
 21. Hoque N, Khan M, Mowla M. *Organizational culture: Features and framework from Islamic perspective*. Humanomics. 2013; 29(3):202-219.
 22. Hossain M. *iCase Studies of Muslim Managed Organizations in Bangladesh*. In K. Ahmad, R. Islam and Y. Ismail (eds). *Issues in Islamic Management*. Kuala Lumpur: International Islamic University of Malaysia Press, 2012, 451-464.
 23. Kalantari B. *iIn Search of a Public Administration Paradigm: Is there anything to be Learned from Islamic Public Administration?* International Journal of Public Administration. 1998; 12(12):1821-1861.
 24. Kazmi A, Ahmad K. *Management from an Islamic Perspective*. Kuala Lumpur: International Islamic University of Malaysia Press, 2006.
 25. Kennedy H. *The Prophet and the Age of the Caliphates: The Islamic Near East from the Sixth to the Eleventh Centuries*. Harlow: Pearson, 2004.
 26. Kennedy H. *The Court of the Caliphs: When Baghdad Ruled the Muslim World*. London: Phoenix, 2005.
 27. Klausner C. *The Seljuk vizierate: A Study of Civil Administration*, 1973, 1055-1194.
 28. Cambridge MA, Lambton A. *The Internal Structure of the Saljuq Empire*. In J. Boyle (ed.). *The Saljuq and Mongol Periods*. Cambridge: Cambridge University Press, 1968, 203-282.
 29. Leick G. *Mesopotamia: The Invention of the City*. London: Penguin, 2001.
 30. Liverani M. *Uruk: The First City*. London: Equinox, 2006.
 31. Makdisi G. *The Rise of Colleges*. Edinburgh: Edinburgh University Press, 1981.
 32. Makdisi J. *The Islamic Origins of the Common Law*. North Carolina Law Review. 1999; 77(5):1635-1739.
 33. Metcalfe B. *Gender and Human Resource Management in the Middle East*. International Journal of Human Resource Management. 2007; 18(1):54-74.
 34. Morgan MH. *Lost History: The Enduring Legacy of Muslim Scientists, Thinkers, and Artists*. Washington, DC: National Geographic Society, 2007.
 35. Niebuhr R. *Selections from the Shorter Writings*. Philadelphia: Westminster Press, 1957.
 36. Nissen H. *The Early History of the Ancient Near East, 9000-2000 B. C.* Chicago: University of Chicago Press, 1988.
 37. Oates J, McMahan A, Karsgaard P, Al Quntar S, J Ur. *Early Mesopotamian Urbanism: A New View from the North*. Antiquity. 2007; 81:585-600.
 38. Painter M, Peters B. *The Analysis of Administrative Traditions*. In M. Painter and B. Peters (eds). *Tradition and Public Administration*. New York: Palgrave Macmillan, 2010, 3-16.
 39. Peacock A. *Advice for the Sultans of Rum*. In B. Hickman and G. Leiser (eds). *Turkish Language, Literature and History*. London: Routledge, 2016, 276-307.
 40. *Islamic Public Administration Tradition: Historical, Theoretical and Practical Dimensions* 70
 41. Rahwar M, Al Buraey M. *An Islamic Perspective of Organizational Controls and Evaluation*. American Journal of Islamic Social Sciences. 1992; 9(4), 499-514.
 42. Saliba G. *Islamic Science and the Making of the European Renaissance*. Cambridge, MA: MIT Press, 2007.
 43. Salleh M, Mohamad N. *Islamic Principles of Administration: Implications on Practices in Organization*. Paper presented at the Technology, Science, Social Sciences and Humanities International Conference, Langkawi, Malaysia, 2012.
 44. Samier EA. *Demandarisation in the New Public Management: Examining Changing Administrative Authority from a Weberian Perspective*. In E. Hanke and W.J. Mommsen (eds). *Max Webers Herrschaftssoziologie: Studien zu Entstehung und Wirkung*. Tübingen: Mohr/Siebeck, 2001, 235-263.
 45. Sarayrah Y. *Servant Leadership in the Bedouin-Arab Culture*. Global Virtue Ethics Review. 2004; 5(3):58-79.
 46. Sirry M. *The Public Role of Dhimmis during Abbasid Times*. Bulletin of the School of Oriental and African Studies. 2011; 74(2):187-204.
 47. Spuler B. *Iran in the Early Islamic Period*. Leiden: Brill, 2015.
 48. Sulaiman M, Sabian N, Othman A. *The Understanding of Islamic Management Practices among Muslim Managers in Malaysia*. Asian Social Science. 2014; 10(1):189-199.
 49. Syed J, Ali A. *Principles of Employment Relations in Islam: A Normative View*. Employee Relations. 2010; 32(5):454-469.
 50. Syed J, Metcalfe B. *Guest Editors' Introduction: In Pursuit of Islamic akhlaq of Business and Development*. Journal of Business Ethics. 2015; 129:763-767.
 51. Talaat N, Talaat A, Sharifuddin S, Yahya H, Majid M.

- The Implementation of Islamic Management Practices at MYDIN. *International Journal of Business and Management Invention*. 2016; 5(1):36-41.
52. Tampio N. *Kantian Courage: Advancing the Enlightenment in Contemporary Political Theory*. New York, NY: Fordham University Press, 2012.
 53. Tayeb M. Islamic Revival in Asia and Human Resource Management. *Employee Relations*. 1997; 19(4):352-364.
 54. Thomas M. "Bedouin tribes and the imperial intelligence services in Syria, Iraq and Transjordan in the 1920s", *Journal of Contemporary History*. 2003; 38(4):539-561.
 55. Trompenaars F, Hampden Turner C. *Riding the Waves of Culture*. London: Nicholas Brealey, 2012.
 56. Weber M. *Economy and Society*. Berkeley: University of California Press, 1968.
 57. Yousef D. Islamic Work Ethic: A Moderator between Organizational Commitment and Job Satisfaction in a Cross-Cultural Context. *Personnel Review*. 2000; 30(2):152-169.
 58. Zineldin M. Globalization, Strategic Co-Operation and Economic Integration among Islamic/Arab Countries. *Management Research News*. 2002; 25(4):35-61.