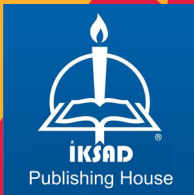


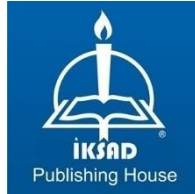
NEW ADMINISTRATIVE THOUGHT: A BRIEF OVERVIEW

Vahit BEHZETOĐLU



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“I have nothing but contempt for the kind of governor who is afraid, for whatever reason, to follow the course that he knows is best for the State.”

Sophocles, Antigone

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Prolog

The aim of this book is to provide readers with knowledge of the basic concepts, principles, models, theories, and administration practices of administrative thought and science. It was desired to discuss the four functions of the business consisting of planning, organizing, directing and control, the historical infrastructure of administration, organizational culture and environment, as well as administration in the global environment, social responsibility and ethics, decision-making, and transferring leadership theory and practices. This work has also been designed to investigate the effects of the teachings and thoughts of ancient civilizations, three monotheistic religions and famous philosophers on the theory of administration and organization as we perceive it today. Thanks to the book, it was also desired to be a source of inspiration for the reader by bringing both a historical and contemporary perspective to administrative thought.

Chapter 1

The brief history of administrative thought

Integrated The period before the administration concept covers the period before the 19th century. In the pre-century period, there were very few organizations that needed administration and they were managed according to their own administration approach. Generally, in this period, the slave-owner relationship is an administration approach based on fear and force. As a matter of fact, in ancient Sumer, other Mesopotamia, Anatolian city states and kingdoms, and finally in Egypt, people were forced to work, whipped. The administration thought applied during the construction of the pyramids in ancient Egypt has made two important contributions to today's administration understanding. The first of these is seen in the understanding of organization. Looking at the administration levels in ancient Egypt; we see that Pharaoh and his entourage in the upper level, free

Egyptians in the middle level were formed from prisoners in the lower level. The second contribution was that in the construction of the pyramids, stock and income-expense records were kept (Trigger et. al, 1983).

Administration in Rome was paid more attention, thus firstly, the trade and military service are important administrative concepts in Rome. As a result of the organization of the soldiers and their division of duty, it is accepted that they contribute to the administration, organization and division of labor in today's sense. In this period, it can be seen that the concept of administration was not in its present sense because of the formation of the society in that period. When we examine the structure of societies before 1880, the employees were primarily slaves and captives. In a way, slavery stemmed from the need for labor. Also in this period, it was believed that "handicrafts made the soul coarse". Therefore, all handicrafts were made by slaves. Other classes of society were engaged in fine arts and philosophy. Slavery later

left its place to the "serfdom" establishment. The serf had more rights than the slave. The serf was in the fixed value of the land he worked on. It was tied to the land and sold with the land. Later, guilds were established. Guilds are a more advanced form of slavery and serfdom. It can be said that the preparation of the industry was made by the guilds. Guilds organized as apprenticeship, journeymen and mastership did not see the necessary importance and were not effective in the society. Under these circumstances, they were hopeful when they saw the daily developments in communication and production by those working in societies, and then they understood the need for an effective administration. Along with Adam Smith's ideas in the economic field, James Watt's finding the energy source and the introduction of the concept of conscious business as a result of the French revolution in societies, the period has come to use the concepts of administration and organization consciously (Fornara, 1988).

Considered as the cradle of civilization, Mesopotamia is also the cradle of the state, which constitutes a very important element of civilization, and therefore the political organization. Because although the fuse of the first permanent settlements based on agriculture that will give birth to the state was ignited in Anatolia and Levant regions neighboring Mesopotamia, receiving sufficient rainfall, the geography where the first cities were born was in Mesopotamia in general, and in particular, in Lower or South Mesopotamia region. In other words, although the core that will form the state grows in the neighboring regions, the place where this core yields its first fruit in terms of state is Mesopotamian lands. Since Mesopotamia is the place where the urbanization phenomenon was first seen, it is generally accepted that the first cities here were born as a result of local development independent from other cultures. Although the complex process that progressed towards urban life and nationalization is still not fully understood, we can say that this process may

have started in the Ubaid Period. A truly urban settlement appears in the south of Mesopotamia, only when it comes to the Uruk Period. In this context, the settled life process in Southern Mesopotamia that started with Ubaid. In the 4th millennium BC, it bore fruit in the form of the birth of an urban world and therefore the first city-state in Uruk III. In the early dynasties in the millennium BC, it lived its golden age as these city-states characterized this period. Thus, Southern Mesopotamia became the natural center of the Near East in Antiquity. The great success of the civilization that emerged here should be seen as the influence of the Near East in the Ancient Age far beyond the time and place boundaries, and the creation and later development of the world-valid forms of the phenomenon called country government organization or political organization. In this sense, the geography in question is the first center in the modern sense, where the "state" and political organization were constructed as a city-state. The city-states were ruled by rulers, whose titles differed by

cities, possibly with the aid of an assembly of citizens. The ruler had military, judicial and religious duties. The distinction between religious and secular sections of society was probably much vaguer than it is today. In practice, these two areas were intertwined and mutually dependent. However, it appears that although it owned a great deal of land and remained a vital part of the economy, the power of the temple was much less absolute in the Early Dynastic Period than in the Uruk Period. In the Early Dynastic Period, the earthly and religious sides of the state seem to have reached some kind of balance. The dominance of the influence of worldly power first took place only in the following Academy Period. The unification of the entire Sumer Plain under a single conqueror, Sargon of Akkadian, also took place for the first time in this period (Bertman, 2005).

According to the administrative tradition in China, the first dynasty was the Xia Dynasty, which arose around 2100 BC. Until the discovery of Bronze Age sites in

Hunan-Erlitou as part of scientific excavations in 1959, this dynasty was assumed by historians to be mythological. Whether these sites belong to the Xia dynasty or any other culture from the same period is still uncertain. The Shang dynasty behind this is the earliest dynasty whose existence has been proven by records of its own age. Between the 17th and 11th centuries BC, it maintained its rule over the plain of the Yellow River in eastern China. The Shang-based fortune-telling inscriptions dating back to 1500 BC constitute the oldest ever found form of written Chinese and are a direct ancestor of contemporary Chinese characters (Major and Cook, 2016).

The Shang Dynasty was conquered by the Zhou Dynasty, which ruled itself between the 11th and 5th centuries BC, but during this period central authority was gradually eroded by feudal warlords. Eventually many independent states emerged from the weakened Zhou state; they fought against each other continuously throughout the 300-year

Spring and Autumn Period and only occasionally paid tribute to the Zhou king. 5.-3 BC. There were seven powerful sovereign states, each with its own king, ministry, and military, in the lands known as present-day China during the Warring States Age of the 19th century. Political philosophical thought (Daoism) prospered during the feudal rule of China and became the currents that formed the basis of the political turmoil that would later emerge. The change of the main ruling structure, which is thought to continue with the Sangian Dynasty, and the establishment of the feudal system coincides with this period (Zhenzhong, 2007).

His conversation gathered in his articles on the strategy of war, entitled *The Art of War*, is regarded as the oldest strategy theories in the world. The manuscripts collected in 13 chapters are thought to be a collective presentation of the principles of warfare known in China from much earlier times, and the combination of Sun-Tzu interpretation took place during the Warring Principalities

of China. In these conversations, Sun-Tzu said that for real success is victory without fighting. The true leader is the leader who wins without fighting. They are the most effective writings in which Tao, “the sacred road information”, is interpreted on fighting. In the Tao Knowledge, any intervention and compulsion that comes to the natural flow of the universe's integrity is considered a way of exhaustion, and it is advised to adapt to the flow. Although it is not known exactly what date Sun-Tzu lived, it is known that its emergence coincided with the Warring Principalities period. The uncertainty about exactly when the sages emerged in China, whose written tradition is very old and strong, is interpreted as a common occurrence of the sages choosing to disappear towards their deaths (Scheidel, 2009).

When we turn our eyes to the west again, Athens, Sparta, Thebes, Corinth, and Delphi were some of the most important city-states. Among them, Athens and Sparta were the most powerful city-states. Athens was ruled by

democracy, while Sparta had an oligarchic system of two kings. But both played an important role in the development of Greek society and culture. Indeed, it is immediately obvious that the Roman state is not strictly absolute monarchy, even though the form of government is a kingdom. In the Roman state, after the expulsion of King Tarquinius Superbus from Rome, the Republic administration was established. In other words, power was taken from a single person and passed on to two people. In Rome, Vespasian's eldest son Titus was prepared to be the ruler. He served as a successful general alongside his father, helped secure the east, and eventually put down the ongoing Jewish rebellion as commander of the Roman armies in Syria and Judea. He gained experience by working as a consul with his father for a while. Although he caused concern because of some of his relationships that the Roman society did not consider respectable when he took over, he soon proved himself a virtuous person,

even recalling many exiled by his father as a sign of his trust (Fornara, 1988)

The understanding of administration with Judaism has entered a new era. The United Kingdom of Israel was founded as a unified monarchy in the land of Israel between 1050 BC and 930 BC as described in Tanah. After Shaul, David managed to reunite the tribes of Israel. He formed powerful military units and defeated fierce enemies in the region, such as the Palestinians, and secured their borders. In David's time, the United Kingdom of Israel enjoyed military superiority and prosperity. The unified monarchy had four kings: Shaul ben Kish from the *Bünyamin* tribe, Ishbosheth, the son of Shaul, David from the tribe of Judah, Shaul's son-in-law, and Shalomo, the son of David. While Gibeah was the capital during Shaul's time, the capital was Mahanaim in Israel of Ishbaal and Hebron in David's Judah. When David reunited the kingdom, he made Jerusalem its capital. He mentions that the capital was seen as Shiloh at

the beginning of the chapters on the subject in Tanah. In addition, as a result of archaeological studies, the possibility of Shiloh to be the religious capital is emphasized (Davies, 2008).

It is clear that Christianity, the world's largest and most widespread religion, has a quality that affects both believers and non-believers. Christianity is a religion that can have an impact on state governments and open the door to new formations. Christianity, which leaves traces in the formation of law articles in the most developed countries of the world, is an important element in terms of religious state administration. Christianity is a religion that constitutes the dominant character of wealthy societies and continuously increases their social influence. In the promise to give God's right to God, the meaning that God is a supra-state entity and that the existence of God can melt within the state institution established by people for this reason is hidden. Therefore, in the final stage, the state also belongs to God. Because God is the

only creator and savior. In order for an institution belonging to God not to leave the field of existence, it must be supported by a number of tools such as taxes (Koester, 1990).

Islamic state, or Muslim state, is another form of state based on religion but specifically on Islamic law, namely Sharia. Since the early years of Islam, there have been states called Islamic states, the first and most important of these is the Khilafah state, which was founded by Muhammad and ruled by the caliphs after his death. The term Islamic state was never used before the 20th century. The creation of the concept is attributed to the Pakistani writer Abu'l A'lâ al-Maududi. These ideas influenced Ayatollah Ruhollah Khomeini and other Islamic revolutionaries, especially with the effect of the reaction against the West and colonialism. The regime of Islamic states can be monarchy or republic. Today, five countries, namely Afghanistan, Pakistan, Mauritania, Iran, Gambia, officially define themselves as the Islamic Republic in

their country names. In contrast, Brunei, Qatar, Oman, and Saudi Arabia are cited as examples of Islamic monarchies (Lapidus, 2014).

The form of organization of the Great Seljuk State was similar to the Islamic states before it. In this organization, which reflects the Indo-Iranian understanding of the state, the old Turkish state tradition also had a significant effect. As in the old Turkish state tradition, the lands of the country were considered the common property of the dynasty in the Great Seljuk State. Therefore, Great Seljuk lands were divided into provinces. The administration of the states was also left to the male members of the dynasty called Melik. Before Tuğrul Bey, the head of the boy was called *Yabgu* according to the *Oğuz* tradition. After the adoption of the religion of Islam, the rulers were called "sultan" in accordance with the tradition in Islamic states. Iraqi Seljuks also joined the Syrian Seljuks and Kirman Seljuks. The new Oghuz tribes who migrated to the Great Seljuk lands also shook the internal order to a great extent.

During the foundation period of the Anatolian Seljuk State, it had an army consisting entirely of tribal warriors under the command of Turkmen *beys* and a civil state administration in which these *beys* took part. It is claimed that during the establishment period of the state, that is, from the last quarter of the 11th century to the end of the 12th century, Turkmen elements dominated the administrative structure as well as the army. However, it is clear in the sources that the first Anatolian Seljuk sultans had a power of sensitivity, made up of *gulams* affiliated to them, albeit a small number. On the other hand, the sources providing information about the capture of the capital Iznik by the Crusaders provide information showing that there were treasury and state officials in the Iznik Seljuk Palace. However, starting from the end of the 12th century, the Anatolian Seljuk army rapidly turned into an army dominated by *gulam* and *ikta* soldiers, and the civilian state administration turned into a central order,

which is also in the hands of Iranian culture elements (Turan, 1969).

The Ottoman Empire had a centralist structure in general. Although the Sultan was considered to be at the highest rank in the state organization, the ideas of the Harem, Divan and various centers could be dominant. II. Abdulhamid changed the way of government of the state in his time and brought the form of Constitutional Monarchy and Constitutional Monarchy. The ruler of the state proceeds from a certain lineage inherited as in the previous Turkic (Turkic) states. In the Ottoman principality, traditional words such as Bey, Han or Reis were for the ruler. When Koca Murat and the principality entered the process of structuring, the next rulers began to be addressed with loftier words such as the *Sultan* and *Hünkar*. In this period, when the state structuring was entered, the sultans started to be numbered again (Akyılmaz, 1999).

Guild or “*lonca*” organization can also be considered as the continuation of the *Ahilik*, which is actually the tradesmen organization in Anatolia. However, it has a quality that fulfills different functions due to the size of its economic and social structure and the width of its population area. Ahi is a community of tradesmen and craftsmen that was established in Anatolia in the 13th century and developed within the framework of certain principles and rules. Although there are those who state that the origins of the *Ahi* are based on the nature of *futuwah*, the Anatolian Turks shaped the concept of ahi-order. In other words, *Ahilik* is an institution belonging to Anatolian Turks until 13th century (Bayram, 2012).

In his writings on the origin of the state, Ibn-i Khaldun treats society (society) and the state as separate entities, being a thinker of 14th and 15th century. While society consists of people coming together because they need each other in their struggle with nature, the state is something created to protect people from the attacks and cruelty of

their fellows. People need a prohibitionist to be protected from their fellow harassment and submit to their authority. The state, like society, is a natural thing, it includes all human societies; however, this is neither God's command nor is it typical of monotheistic religions. Here Ibn Khaldun differs from the Islamic thinkers and criticizes them for confusing rulership and prophethood. He says that the people who are not the People of the Book also established many states, and that the number of them is much more than the People of the Book. According to him, there was no logical or necessary relationship between prophecy and rulership (Enan, 2007).

The thoughts of Machiavelli, who lived in the 15th century in the evolution of a Christian religious-oriented and God-centered political understanding in the Middle Ages to a humanist understanding based on human, continued in the period until the 20th century, whether explicit or covert. Instead of the fatalism in the understanding of power and politics based on a new

human and society model in Machiavelli's political understanding by adopting an approach based on human thought, indeed, an understanding of management under the leadership of a single power is aimed. However, Machiavelli's thoughts, which are lacking at the point of continuity of legitimacy, are filled with the idea of a social contract (Smith, 1986).

According to Hobbes, who lived in the 17th century, the power of the state is absolute, and no action of the sovereign can be criticized by its subjects. Because the sovereign power reflects the total will of its subjects. All kinds of power and authority belong to the state, which means the right to sovereignty. State rights are absolute, indivisible and inalienable. In the same century, John Locke is among the most influential political philosophers of the modern era. He argued that while people were born free and equal, as a result of the social contract, they transferred some of their rights to the power in order to be a part of the legal political power, to secure their rights

better, to enjoy their rights to life, freedom and property. Locke also has an important place because he advocates the separation of legislative and executive powers. The thinker's ideas about the state continue to have an impact today (Malcolm, 2002)

In the 18th century, according to Montesquieu, there are 3 administrative styles. These are known as Republic, Monarchy, Despotism. Developing a political sociology, Montesquieu got his main reputation from his comparative research on society, law and management style. Adopting an inductive and experimental approach to politics and law, the philosopher pushed to understand the facts rather than to record them, to make a comparative investigation of phenomena the basis of a systematic research on the principles of historical development. Montesquieu, approaching the subject of politics as a historical philosopher, said that different positive legal systems in different political societies are relative to a wide variety of factors, for example, the character of the people, economic

conditions and climate. In this context, Montesquieu distinguished three types of management styles from each other and talked about the ruling principle, climate and land suitable for these states. Accordingly, despotism is suitable for big states and hot climates and is based on fear. As in the case of Britain, a climate that is neither cold nor hot prevails, and the form of government appropriate for medium-sized states is monarchy. The said management style is based on glory and honor. However, the regime that suits cold climates and small states is democracy. Claiming that the governing principle of democracy is virtue, Montesquieu strongly opposed rationalism, which accepts that there is a single law of nature and a universal human nature that is valid for all human beings, and introduced the principle of separation of powers (Cohler et. al, 1989).

The political teaching of the 18th century thinker, Jean-Jacques Rousseau, opposed the distinction between state and society, or government and people, which has

dominated political theory since Machiavelli and Hobbes. Against this distinction, he defends the socialization of politics. Undoubtedly, for Rousseau, government is only the executive body of the legislature. Rousseau states that facts must be put aside in order to lay down the foundations of a correct political society. Because, according to him, when the only facts are acted upon, interests and benefits are placed at the forefront and thus justice and law are trampled. Rousseau criticizes factual data and theories that place facts at the root of political society, in which the mighty is justified. The citizen advocates a "social contract" that creates the common self, the people, the state, and that every individual in the society should be included in this contract. He thinks that sovereignty must exist on the basis of being a people. He argued that where there are no laws, one cannot speak of the state. He also thinks that the laws should apply to all of the people (Colletti, 1975)

Looking at 18th century, Karl Marx thought that states were governed by the ruling class and that the state was governed by the interests of the ruling class by pretending to act in the common public interest, and that capitalism, like previous socioeconomic systems, would cause its own destruction and the replacement of a new system, socialism. It predicts that it generates tensions. In the 20th century, according to Max Weber, an organization consisting of division of labor, authority, hierarchy, written rules, filing, impersonalism, a disciplined structure and formal positions are the building blocks of bureaucracy. From this point of view, bureaucracy is a rational management style. Management science, whose history is based on the existence of humanity, has seriously become a social science since the beginning of the 20th century, after Frederick Taylor wrote his book "Scientific Management" in 1911. Taylor's book was followed by the works of Henry Fayol and Max Weber (Parker and Ritson, 2005).

Chapter 2

The concepts identified as universally administrative

As is known, an organization is a system of consciously coordinated activities of two or more individuals. This system naturally requires some basic concepts. Organizations have three elements. Individuals who will interact with each other are the first of these. A common goal is the latter. The third element is the willingness to realize the purpose. Effectiveness is concerned with the achievement of an organization's goals or the degree to which goals are achieved. Competence is about finding a sufficient number of individuals willing to work in line with the aims of the organization and meeting the needs of these individuals (Soylu & Göl, 2010).

Goals in organizations may not always be written. Sometimes there may be unwritten purposes. The reward systems of the organization for purposes may not match. Goals often lead people towards non-rewarding behaviors

in the end. Individuals in the organization must sincerely believe that the purpose can be achieved and find it worthwhile to achieve these goals (Ali, 2009).

Communication is one of the basic elements of an organization. Communication is an interaction process between individuals. It is the process of transferring knowledge, orders, thoughts, comments, explanations, questions from individual to individual and from group to group (Bulut & Akın, 2017). Management is a social process that occurs in a group of two or more people. In this respect, the relationships, behaviors and attitudes of the people that make up the group have an important place in this process.

International organizations form a strategic management network in order to get results from the relations with organizations that compete or cooperate in many countries. Legal and legal differences between countries increase the threats to international activities and mean

that the organization confirms that at least all these activities meet the legal requirements. Country representatives of international organizations determine their country-specific strategies, conduct community analysis and develop and implement their strategy (Özer, 2017).

As a result of technological, social and economic developments in the world, states and societies are confronted more than previous centuries. Some issues go beyond the borders of the country and sometimes concern neighboring states and sometimes the whole world. Due to the economic interdependence of most states, it has become difficult for states to act completely freely on universal issues. In fact, issues such as environmental pollution are almost no longer local problems and have become global. Although mankind invented the state, in the last century, it does not belong to a single state, defined by names such as international and supranational, its transactions are public, although it does not have a

public nature in the usual sense, the concepts of regulation and supervision to the international level, sometimes private law and sometimes public law aspects are dominant. It has created various structures. Here, the functioning of these structures is wanted to be carried out with the administrative law rules included in local / national legal systems (Yıldırım et.al, 2016).

The information provider roles of managers refer to the activities performed to develop and maintain an information network. This role includes the manager's role of gathering information that facilitates decision-making by gathering up-to-date information about the internal and external environment of the organization; the role of the managers to disseminate the information obtained through the information gathering role, including the dissemination and sharing of the information with the people who may use this information inside and outside the organization, their superiors and subordinates; The manager's own unit includes the spokesperson role, which

involves informing people outside of his organization about business policies, activities and plans (Okumuş et. al, 2007)

Both environment and management are concepts that have multiple meanings and do not have a single agreed definition. The environment is simply "the environment in which living things live", and in the broadest definition, "the whole of nature and the human-made elements in nature together with man and all other living things". Administration, on the other hand, is sometimes used in the sense of organization, sometimes administrative activities (administrative activities), and sometimes in the sense of management (management and administration). Sometimes, management means a process and the organs that make up this process, in other words individuals and groups. Of course, management also requires a certain hierarchical order between bodies. Considering all these factors, the management is organized for the realization of a certain purpose and the cooperation of all managerial

activities that will ensure the functioning of this organization, in other words, the gathering of resources and the coordination within the organization and with other organizations with which the organization is in contact and all this can be defined as the control of the process (Oakland & Oakland, 2001).

Today, many sub disciplines are verified within the need on different organizational needs. The concept of cultural administration and the cultural manager or head in a project, at the beginning of it, is an interdisciplinary profession consisting of planning and organizing artistic activities in enterprises and cultural institutions. The duties of a cultural manager include managing cultural projects, obtaining and calculating funds, advertising implemented projects and communicating with the media. The cultural manager has limited influence on the artistic side of the project. Health administration is a specialized administrative discipline that examines all aspects of medicine and health services from a business management

perspective. It is the process of planning, organizing, activating and controlling resources to protect and improve the health level of the society, which develops in order to meet the management need that arises in the field of health (Akin et.al, 2016).

Since the main task of the manager is to make decisions, the information gathered and the relationships developed are always aimed at fulfilling this basic task in a healthier way. This role enables the manager to make the decisions that will most benefit the business. Decision-making roles include the role of business ownership with the aim of developing the unit and ensuring that it adapts to changing environmental conditions; the role of problem-solving as a fundamental role played by the manager in solving problems arising between subordinates, between his / her division and other departments and between the business and other businesses; It includes the role of allocating resources to decisions about how to allocate people, time, equipment, budget, and other resources to achieve the

desired results for the business, and finally the role of mediators, including formal negotiations and negotiations to achieve results that are in the business' interest (Kirkwood, 1997).

In fact, communication takes place in two ways: choosing the words that will convey the other person completely and knowing how to listen to the notifications coming from the opposite direction by understanding their mood. This helps to foster the atmosphere of cooperation. Planning studies, on the other hand, differ according to the place and purpose of the plan as it is used in many areas. It is important that the plans made are suitable for the purposes and meet the expectations. For example, plans implemented in an institution should be made taking into account the characteristics and needs of the institution. However, plans are mainly examined under three headings in terms of the time they are used, the level of preparation and the options for use (Hamel, 2008).

Supervision, whose historical roots date back to ancient times, started to gain an institutional character with the expansion of trade and especially overseas, on the one hand, and the development of the organizational structure of the state apparatus on the other, but gained its current political, administrative and socio-economic dimensions in the process of democratic development. is a dynamic and constantly changing phenomenon. The phenomenon of control, which exists in all areas of nature and social life, gains a separate meaning and function within the state structure, which is the most developed organization unit of social life (Bennet et. al, 2004).

The development management model is again another public administration approach developed for third world countries, with the aim of developing the economies of the young states established as a result of the independence of the colonies in the world by following western examples. The main task of development management is to investigate theories that define and explain economic

growth management. Since the Western experience is taken as a model, development management has sought to find tools to improve the performance of staff activity and the planning process. Most of these are imitations of western practices. The cultural structure of developing countries has been shown as the obstacle of not achieving the desired result despite these tools (Hofstede, 1984).

Chapter 3

Functional sphere for administration

All organizations that are in the public sector (administration sector), produce goods and services, transfer or use resources, whose legal qualities and produce goods for the market do not affect their organic aspects, constitute the concept of "public administration and related processes" in the structural sense (Bulut vd, 2017). This recognition includes state and local governments as well as public economic organizations, parafiscal institutions and all institutions, organizations, associations, unions, foundations, cooperatives that use public resources (whether directly in the state budget or indirectly without being included in the budget), associations and businesses, companies or funds established by them (Hansen, 2018).

Those who are interested in this subject develop definitions on the subject of "administrative processes"

according to their needs and objectives. As a result of this, when it comes to administrative bodies, management, sometimes a process is understood, sometimes the organs that are the elements of this process - individuals or groups - are understood, and sometimes administration is dealt with as a certain information group and how it can be used in activities such as decision making and leadership (Bulut et. al, 2019). In most cases, administrative functions (processes) are planning, communication, coordination, problem solving and evaluation.

Planning is an administrative function required at all levels in the organization. Planning requires dealing with future events, but shaping the future situation from today. Planning is setting goals and deciding how to achieve those goals. While planning, decision-making function is fulfilled. The following figure shows the planning function. In terms of organizations, planning is the determination of the actions foreseen to be carried out in

order to achieve the predetermined organizational goals, in other words, the determination of how the resources of the organization will be provided and used to achieve the organizational goals. Planning is a process related to future actions and covers all dimensions of the organization. Planning requires predicting the future, seeing future opportunities, risks and threats, choosing among options, and determining priorities. Planning is the process of deciding in advance what to do and / or what, when, where and by whom. Planning is the process of pre-determining the goals that the organization wants to achieve. Planning is the first and basic universal element of management. Planning determines the goals that organizations want to achieve in the short, medium and long term (Bilgi, 2013).

This process, which includes the actions of establishing, staffing and supplying the structure, actually means organizing or organizing. The informal aspect of the organizing initiative requires understanding.

Organizational models are used in the establishment of the building. These are generally divided into two groups as vertical and horizontal. The first group creates systems managed from the center, the second from the center. The communication and coordination problems of the vertical model are many, the operation of the horizontal model requires adequate and courageous managers. The first takes more form, the second takes the task as the starting point (Çelik ve Şimşek, 2013).

The decision is used to make changes in the organization, to prevent or resolve a conflict, and to influence the members of the organization. Decision is the heart of management and the axis of other processes. In a broader definition, the decision is the mental process formed by the decision maker based on his environment, role and past experiences. The decision is deliberately chosen among a number of alternatives to achieve a desired result. Therefore, the decision is a choice, the result of a conscious mental activity, and it is directed towards a

goal. The effectiveness of a decision is only possible with an action. The decision process, which is essentially pain-oriented, ends with the implementation phase. Once the problem has been clearly posed, suitable alternatives have been identified, and the possible consequences of each alternative have been predicted as well as possible, one might think that the final choice will be easy, if not clear. In this third stage of the decision process, an evaluation of the solution, alternative and options is made. The examination of these alternatives takes place by evaluating them from various angles. Communication, which can be seen as a process, is the transfer of feelings and thoughts to others through words, writing or other means. In other words, it is the art of receiving and sending understandable messages. Communication is one of the most important processes in education. It is also the basic condition of democracy (Kaypak & Akin, 2017) There can be no democracy without communication. Formal communication is carried out on the basis of the

framework stipulated by law. Informal communication, on the other hand, is the first group communication naturally carried out by individuals in the educational organization (Dereli, 2010).

Influencing is also an administrative process. According to traditional organizational theory, it is assumed that the only way to affect the individual within the organization is authority. In fact, the organizational structure has been viewed as a result of authority relations. People set up organizations to achieve specific goals. Coordinating the work of people who have come together for a specific purpose can lead the organization to its goals. For this reason, one of the most important dimensions of the administration is ensuring coordination among the units that make up the organization. Coordination is ensuring harmony and cooperation between objectives, activities, organs and individuals in order for an administration to work regularly and continuously. Establishing a good coordination in an enterprise depends on the fact that each

department and unit is informed of each other and operates in harmony with changing conditions (Akbulut, 2013).

In addition to specializing in segmentation, it is important for the organization to collect sections that are similar in terms of properties, processes or methods to a section or section. Thus, both specialization, efficiency and effectiveness in the works will increase and the control of the works will be easier (Sánchez-Pérez et. al, 2007).

Therefore, management is the sum of decision-making and implementation processes that can use primarily people, financial resources, equipment, fixtures, raw materials, auxiliary materials and time in harmony, efficient and effective way to achieve certain goals. In addition, as in all processes, the audit process is reviewed from time to time in line with performance criteria, and opportunities for improvement and improvement are revealed. The administrations produce outputs by passing the inputs

through certain processes. Administrative activity plays a leading role in the realization of this whole process. However, it has some functions to fulfill the administration activity effectively and efficiently. These functions enable the enterprise to survive while operating in competitive conditions and achieve its goals in the most accurate and effective way.

Chapter 4

Universal principles of organizations

Administrative functions are not affected by personal and environmental factors, they are universal. All approaches focused on how to ensure internal effectiveness within the organization. They accepted the principles to be followed as universal. For enterprises established for economic purposes, "administration" is the act of managing or managing resources consisting of monetary, mechanical and labor in the most appropriate way. It is the best execution of planning, organization, execution, coordination and control activities, which are management functions, in order to achieve the business (or organization) goals effectively and efficiently. The stages followed in the execution of the management function are always similar to each other. Therefore, management is a "universal process". According to this basic assumption, it is accepted that there will be no universal management

principles or management techniques that managers can adopt in advance. According to the contingency approach, different situations and conditions require different concepts, techniques and behaviors in order to be successful in management. For this reason, there is no single best organizational structure valid in all places and conditions (İçerli, 2009).

Organizations, just like societies, have their own behavioral patterns, beliefs and values. This sum of values is called organizational culture. This culture gives organizations a personality and determines the management style. Thanks to the universal organizational culture, members of the organization learn what is good, what is bad for themselves and their institutions, what is targeted and what is not, what should be done or not. In addition, these organizational values that individuals learn are a source of motivation for them as well as a road map for the goals, policies, strategies and actions of the organization. In this context, the continuity of the success

of organizations depends on the formation of organizational values and compliance with these values. In fact, in order to better understand the relationship between organizational culture and the general culture of society, it will be useful to give a brief information about general culture first. Because general culture is an upper system consisting of sub cultures that make up it. In other words, there is a system-subsystem relationship between the general culture of the society and the organizational culture. These two phenomena cannot be considered independently from each other; on the contrary, they are complementary to each other (Bulut et. al, 2016).

It is important to know these scientific and universal characteristics in order to reach a synthesis about what should be understood when culture is mentioned. In fact, each society is influenced by both the data of universal management science and the cultural characteristics of its own society while creating its own administration. Basic theories of science and management are of universal

character. However, due to the contingency approach in management, scientific knowledge and theories should be applied in place, on time, according to the situation and conditions. Every society is affected by both the data of universal management science and the cultural characteristics of its own society while creating its own administration. If managers or administrations want to be effective in the desired direction, they have to consider these two factors. The success of administration depends on scientific data as well as management style, indeed, it depends on the suitability of the people managed and the cultural characteristics of the organization (Van Maanen & Barley, 1983).

The effort to find universal principles and laws of human behavior has been one of the most emphasized topics of psychology in the twentieth century. The concept of postmodernism first began to be used among artists and critics in New York in the 1960s, and was later developed by European theorists in the 1970s. This concept is

defined in one aspect within the critique of universal knowledge and foundationalism. It was formulated as a social project in the eighteenth century by enlightenment philosophers. This project mainly consisted of efforts to develop objective science, universal morality, law and autonomous art. Some of the basic values and principles on which modernity is based can be listed as rationality, universality, homogeneity, formality, monotony, openness, globalization, future orientation, future planning and structuring. Apart from the theses that universal life styles and universal values will dominate the world due to the increasing interaction between nations, a situation emphasized and emerging in the above discussions is the differentiation that emerges at every level, at the point reached in the 1990s, thus the validity of the relevant universal principles, laws, theories and models needs to be questioned. It seems difficult to develop universal, generalizable grand narratives or theories about social reality. In other words, it can be said that there is a

transformation from positivist to interpretative approaches, from universality to locality in organizational theory, as in general social theory. One of the most emphasized concepts regarding organizational theory and organizational life in recent decades is culture. In this context, cultural change in organizations, cultural conflict, management of different sub-cultures and creating a common culture are the main issues that are emphasized. In organizational life, as in social life, it is gaining importance to keep different cultures living together, to combine them, to manage cultural difference, to benefit from different subcultures in order to achieve organizational goals (Şişman, 1996).

Administration is the coordination of all resources to achieve the goals of the organization, primarily through planning, organization, management and control processes. From this point of view, we can say that the administration exists not only within private or public organizations, but everywhere in which a cluster effort is

made to reach certain goals. In other words, management is universal. Administrative activity is a phenomenon that occurs with the existence of human beings. Administration came into question as a result of the two people organizing their work around a common goal. However, administration is a group activity carried out to achieve goals that people cannot achieve alone. The development of the management concept has been with the Industrial revolution (Aksoy, 2016)

Presented as a solution to the problems and dilemmas of the public administration since the late 1960s, it is a necessity to evaluate administrative culture by mentioning management approaches, most of which claim universality, without considering management cultures. The universal administrative reform movements that emerged in the public administration after 1980 resulted from the financial stresses caused by the changes in the international economic system on the one hand, and the unlimited demands for state services and regulations in

national political systems on the other. These stresses have led to budgetary constraints and governments' policies aimed at downsizing public services, as well as the adoption of various measures to privatize state operations and free private sector businesses. For the West as well as for Third World Countries, the key to a just and sustainable world is to consider diversity in thought and action rather than the self-proclaimed universal significance of Western-based paradigms and management culture. The globally institutionalized world order, shaped within the framework of the dominant view of social sciences in the West, reflects the crisis in itself to other countries. It is clear that the orientalism, universality and dependency theses produced by the colonial thought that molded "non-Western societies" developed within the domain in question (Tutum, 1971).

Chapter 5

Processes in an administration

As stated in the management process approach; Henry Fayol made the first distinction of activities in organizations. Management functions form the basis for all managerial actions. The basic principles of today's public administration overlap with business management principles such as transparency, accountability, efficiency, efficiency and thrift, participation and people-oriented. The assurance of an effective public administration based on these principles is the establishment of an effective audit system. Management functions should be performed in accordance with valid scientific principles everywhere and at all times, regardless of human and environmental factors. The fact that the minimal state understanding with limited economic functions left its place to interventionist approaches and the social welfare state found a widespread application area led to a significant expansion

of the public sector. The fact that this enlargement brought cumbersome and triggered new crises over time brought the efforts to transition to a minimal state understanding to the fore again. The emergence of the necessity of efficient, effective and economical use of public resources, which are scarce in the face of the increasing functions of the state, and the strengthening of accountability of those who use these resources have led to the inadequacy of traditional regularity audits and made it necessary to carry out audits with new perspectives, new methods and techniques. The main approach in auditing that will respond to the needs of the new era has been the performance audit that emphasizes efficiency and especially efficiency. The increasingly prominent aspect of efficiency in performance audits is also considered as an outcome in parallel with other developments. Thus, the audit approach based on detecting errors and irregularities in transactions and processes has left its place to efforts to improve processes and enhance the results obtained with

outputs, as well as detecting errors and irregularities (Ergun, 1997).

Along with the change in its powers and functions, the structure of the public is similarly transformed. In this process, there is a transition from hierarchical organization to an organization that maximizes coordination, provides economy at scale and benefits from synergy, so as to create networks between institutions, and instead of the old Weber type bureaucracy, flexible structured matrix-type organizations are organized at the project level. This situation necessarily alters the financial outlook of the state, and makes the composition, distribution and control of public expenditures more complex. While the classical management concept expresses the management and administration of the works according to processes, methods and rules, business management, determining goals and priorities instead of doing business only according to instructions and instructions, making implementation plans for their realization, effective use of

human resources, performance evaluation and It includes many functions such as taking responsibility for jobs. There is no doubt that the audit function of the management, which helps to monitor the development in line with the standards set by the institution (organization) and to keep the organization focused on its goals, to identify the deficiencies and to direct the changes, is of vital importance in maintaining an effective management. All states are needed to globalize capitalism, and the public administration functions of every state cannot and will not be abolished. By expanding the security and military dimensions of the state, the welfare state is transforming into a war state and their auxiliary functions such as oppressive bureaucracy, police, prisons, judicial systems and social conflicts, psychological networks and counseling are expanding (Demir, 2011).

One of the most important issues to be considered when explaining what management is management functions. A thorough understanding of the management functions

allows managers to make more accurate evaluations about their work. Therefore, people who want to develop their leadership skills should know the stages involved in the management process (Karip, 1998)

Contemporary approaches suggest that the coordination function can be thought of as providing harmony with other functions and should not be considered as a separate function. Another view argues that the coordination function should be considered under the supervisory function (Korkmaz, 2007).

Administrative functions can be described as steps to be followed within the scope of the management process or stages that cannot be considered independently from each other. At each stage, the completion of critical tasks for management is in question. Therefore, failure of any of these stages is considered a failure of management as a whole. Therefore, one of the key points of being a successful manager is to have sufficient knowledge about

each of these stages in the management process (Güçlü, 2003).

Numerous problems arising from planning, supervision, management and administration are encountered in daily life, and when these are considered, they seem to be incomprehensible problems. However, all chronic problems have very practical solutions. As long as the people in managerial positions show the necessary care in the stages within the scope of the management process (Özkal Sayan, 2009)

Sometimes we witness that very good thoughts are trying to be implemented without a carefully prepared plan. Indeed, even if it is a carefully prepared plan, various problems occur during the implementation phase of it and the plan cannot be fully implemented. Even in the audit phase, it is not possible to find out whether there are any erroneous or disruptive aspects in the implementation of the plan due to some fundamental problems. Moreover, if

there is no mechanism for providing feedback from customers, it can only be by chance that errors and failures can be learned. As a result, people sometimes complain about lack of planning, sometimes insufficient or no supervision (Uzunoğlu & Öksüz, 2008)

For this reason, while the success of the business or institution is in question, we cannot consider these stages in the management process as separate from each other. These are like the links that make up a chain, and success at each stage is directly linked to the success of other stages. In fact, while explaining the concept of manager, it can be said that it is the person who fulfills these stages or functions in the management process.

Chapter 6

Socio-cultural concepts on administration

The parts that make up the system in administration are the physical environment, material elements, order that provides formal or non-formal organization, regulated status and roles, language used in administration, organization and management logic, personality structures of individuals and organizational personality, such as material and spiritual cultural elements. The regularity and meaningfulness of the interactions between them makes the administration work flawlessly and successful.

In addition, since feudal relations take a long time to continue as a cultural value in shrunken families, the father is the ruler and the only sovereign in nuclear families, which is the family model of the industrial period. Let's connect this discussion to a succinct and sweetie. One view says, the man is the head, the woman is the neck that turns him in the direction he wants. Another

view is that the brain is headed, which tells the neck in which direction to turn. Even so, it means that even in the smallest unit, the family, management takes place within the integrity of intertwined organs and their commands. Head, neck or brain alone do not work much. There are various bodies and different functions in management. Administration is a complex process. Situations always change in social and social sciences and events. For example, a society is also a building, but it is not a fixed structure like a building built of stone or brick. It is variable. Undoubtedly, it is as strong as a building structure, or even more. However, just as a building is exposed to influences such as rain, snow and sun, the social structure is also open to historical, social, technological, economic, cultural, political influences as well as external influences. Of these, the building is much more affected by the sun. Therefore, the social structure constantly changes (Şişman, 1996).

It is natural that the elements of a constantly changing structure (society) (such as family, culture, society, administration, etc.) are defined in very different ways. Therefore, many different and many definitions of management can be made. The parts that make up the system in management are the physical environment, material elements, order that provides formal or non-formal organization, regulated status and roles, language used in management, organization and management logic, personality structures of individuals and organizational personality, such as material and spiritual cultural elements. The regularity and meaningfulness of the interactions between them makes the management work flawlessly and successful (Özalp et. al, 1996).

Society is a community of people living in a geography that have common values, therefore, common management, common culture and enthusiasm. People do not become societies with a small number of people. They become a society with their common values. Society is not

just a certain number of people. Societies, together with the people who make it up, are family, economy, law, management, culture, language, religion, military service, etc., which are described in detail within the framework of sociology and administrative sciences. It also creates social and cultural institutions such as large-scale institutions like state bodies. Small size institutions established as a whole with these, that is, not abstract as we have just mentioned, but more concrete, public institutions, ministries, general directorates, chambers, foundations, associations, provincial directorates, special provincial administrations, municipalities, organizations, etc. It also creates institutions. All these structures are a system. When it comes to system, a living organism should come to mind. Indeed, society is alive. It breathes and lives. It becomes young, grows old, even dies. History is full of examples of many states that have disappeared (Alpaslan and Kutanis, 2007).

Many sources consider public administration and metropolitan area management separate in terms of their features. Whether it is a public space or a public administration, the metropolitan area and new large city administrations have their own characteristics. In fact, not only the size of the city, but also the economic, cultural and social characteristics of the population who came and settled in that city will make the city administrations unique. It will make it easy or difficult, but it will make it different. In other words, we should try to understand as abstract and complex organizations that are born out of social relations, emerging from social relations and in which technology, in that context and also culture, plays a role. The institution, which is in the field of study of sociology, changes in the historical process again depending on the social changes. Technology and culture are the main factors behind this change. It is also an institution shaped by culture and technology. Culture is the product of technology, but plays an important role in

determining the changes in institutions. For this reason, I think it would be useful to mention it alongside the technology to make the subject easier to understand (Karadal ve Türk, 2008)

Social or large-scale institutions are many. The first thing that comes to mind is family, education, law, culture, language, religion, economy and politics. We said that social institutions are abstract. Indeed, even though only the family seems concrete, when you think of the family as an institution rather than a visible family, it is also abstract. Society is scientifically composed of parents and children, with its own unique structure and values, solidarity in itself, and an integrity that maintains sincere relationships that provide trust between them. Social work shows that the behavior, attitudes and values of the people with whom it works today have roots in history; that this provides cultural accumulation; Knows the inevitable importance of culture in human behavior, the important role of recognizing human behaviors that occur according

to culture in recognizing and solving social problems of people. Knows that culture affects individual behavior. This is the basic knowledge he has adopted in this area. Cultural values in society change individual, group and community behavior. Social work needs this basic knowledge to solve the problems of individuals. Based on this basic knowledge, he constantly makes use of anthropology (Gizir, 2008).

Social work also benefits from bureaucracy and the knowledge of bureaucracy. Because bureaucracy is an institution with certain behavioral patterns and rules. This behavior is institutional in terms of corporate culture and individual if we look at the name of the officer working in the bureaucracy. The behavior of the other citizen or the applicant is also of a nature that either creates or solves social problems. We can classify management styles in many different ways. However, above all, we think that we should start by separating the management into abstract and concrete types. Because abstract

classifications are theoretical, they consist of subjects categorized in the abstract dimension by the human mind. Concrete classifications, on the other hand, are the classifications of practices that emerge from life, by living, trying or discussing (Demir, 2011).

Public enterprises are enterprises whose capital is fully or more than half owned by public legal entities, that is, the state. Although there are profit goals, this is not the main goal. Providing widespread service to the society, providing economic, cultural and social development-supported services to the underdeveloped or underdeveloped regions of the country, contributing to the economic development of the country, and providing income to public institutions are among the main objectives. Culture is everything material and spiritual produced by people at every stage of history and in every society. Along with all this, man either sees himself as superior to others or does not. However, it is integrated with everything and it cannot easily go beyond the use and

defense of those substances and thoughts, it becomes happy in the world. Thus, the culture continues from the ancestor to the baby. It is only changes in technology that change culture (Arslantaş, 2008).

The culture that surrounds us offers us a great opportunity to learn, experience, live and wonder about the different cultures of the world that are approaching us through televisions and printed publications. If we want to live in the society and the world as contemporary, innovative, perceptive and curious people, we have to recognize, evaluate and use this unlimited cultural world in line with our interests, curiosities and wishes. The current name of all this is to manage culture. Watching the cultural world in a certain order in line with our needs and wishes, making transitions between them is to manage the culture. For this we must have basic knowledge. We must get to know what culture is and specific cultures. For this, our local and universal perceptions must be clear (Akbulut, 2002).

Man himself does the management of life. It does this according to its culture, goals, goals, expectations, values, tendencies and wishes. Therefore, every person is different in life management. Because each person's culture, goals, goals, expectations, values, tendencies and desires are different. Planning a time and life strategy to be happy is an inevitable requirement of life management. Interaction not only happens between people but also between systems. Parts of a system affect each other and change the biological, economic, cultural, social and social structure and psychological environment. Determinism, in other words, necessity or determinism, indicates that there is a relation between the past and traditions of a country and the current structure of that country. It is the doctrine that argues that there are inseparable connections between the historical process of a society and its current cultural structure. Accordingly, each history creates a future dependent on its own process. Scientific, technical and cultural public institutions are

public institutions operating in the fields of science, technique, culture, arts and higher education. Universities come first among these. There is a relationship between the past, traditions of a country and the current structure of that country, and there are inseparable ties between the historical process of a society and its current cultural structure.

Chapter 7

New local administration discussions

The rapid change and development in the world, the rapid urbanization experienced deeply affect all existing understandings, institutional structures and relations in societies. These new understandings and structures, which are seen in many areas such as economic, social, cultural and administrative, bring to the fore the understanding and values that are very different from the previous agricultural and industrial societies. The search for solutions to democracy, locality, freedom, participation and environmental problems at the international level is one of these values. On the one hand, supernational and transnational structures continue, on the other hand, in a globalizing world, the ideas that locality never loses its importance, on the contrary, it increases its weight and these two development trends complement each other are becoming widespread.

The industrial society, which emerged after the industrial revolution, which emerged as a double revolution based on two grounds, technological-economic and political-ideological, faced new developments in the second half of the 20th century after a development process. The changes and developments that occurred on the basis of the capitalist economic structure that the nation-state guarantees its functioning have also accelerated the discussions on the concept of management. These discussions focused on capitalism, nation-state and liberal democracy based on the same common philosophical paradigm, brought up the crisis of the welfare state, which lived its golden period until the world economic crisis that emerged with the oil crisis in the 1970s (Frederickson, 1976).

What is happening around us, positive or negative developments and changes are considered directly or indirectly as a result of globalization. Sometimes it is defined as becoming "uniform" on an international scale,

and sometimes it is defined as the shortening of distances with the generalized information communication technologies, thus people getting closer to each other. The weakening of the borders, the loss of importance of the nation-state understanding, the formation of universal values and behavior patterns are accepted as indicators of globalization. Cultural and ethnic differences are pushed to the second plan by developing the consciousness of being a world citizen. Today, in addition to the views that the nation-state is losing power in general, another alternative view is expressed that the state continues to be important and effective even though its roles have changed. According to this view; It is claimed that the activities of the state are changing content and in almost all of the most liberal countries the state is in an increasing rather than decreasing activity. Therefore, it is stated that it is more correct to say that the role of the state has changed content rather than the decrease, and that non-governmental organizations and international

organizations are partially involved. Globalization, in a sense, is considered as a state of downsizing that occurs in the undercurrents of international cultural and economic mobility, but with effective results. But globalization also refers to something else in itself, namely a diversification relative to downsizing, that is, an international order that both shrinks and diversifies, dividing into smaller parts. Another element of globalization is that these downsizing are not extremely irregular. On the contrary, it causes new small monopoly groups and new small blocifications within itself in terms of economy and culture. That is, shrinkage, diversification and blocking. In fact, it appears today as a general complex that reshapes the contradictions, national, political and economic tensions we face and have been experiencing for years, and that gives them a new momentum. When we look at it, we see that globalization has put into effect a standardization, that is, a standardization that comes with downsizing, especially in social terms (Amin, 2014).

According to opponents of globalization, one of the obvious and most disturbing consequences of this process is the uneven distribution of wealth around the world. It would not be wrong to say that this issue is among the most important and difficult to solve problems of today and the future world. The researches and statistics made support this determination of the opponents of globalization. Therefore, the problem of social justice and social state has gained an international dimension today and its solution has also become an issue that needs to be dealt with internationally. Although discussing the social state problem at the national level and producing policies are important in ensuring social justice, today there is an aspect of the process that is affected beyond national borders. This situation seriously weakens the possibility that national policies alone are sufficient. Therefore, the social state problem is getting more complex today and its solution requires only a total effort. It is clear that achieving such a joint effort will be a difficult task to

prevent the hurricane, since the globalization process, which is especially encouraged by developed countries, is prevented. Considering that developed countries, which naturally have to bear the social cost of an international effort more, are the ones who encourage the process, the question arises how sensitive they will be to bear the cost. As a matter of fact, the insensitivity shown by the USA, despite being one of the biggest pollutants of the world, gives a clue about the answer to this question, in bearing the costs of preventing the global environmental problems (Panayotou, 2000).

It is stated that the globalization process experienced in the world strengthens localization tendencies in a way that seems to be opposite to it at first glance. It is stated that localization contributes positively to the negative results of globalization. For this purpose, in recent years, international organizations and developed countries; It is seen that they especially emphasize concepts such as localization, decentralized structuring, local democracy,

public participation in city administration, participation of non-governmental organizations in local policy-making process, and managing the city together (governance). Local trends, importance and interests of local governments are increasing. It has long been argued that liberalism's insistent emphasis on private property brings some problems with it when evaluated in terms of cities and local governments. Especially in countries where the rule of law is not well established, many problems arise such as pillaging urban lands by transforming them into rent and limiting the freedom of future generations, destroying green areas, separating streets and common living spaces, and difficulty in adapting to aesthetic and structural criteria in urban architecture (Akin, 2015). Some determinations can be made regarding this ongoing debate regarding the positive or negative consequences of globalization. First of all, what kind of approach should we adopt against globalization? Do we have to be positive or negative? Is globalization a trend that can be described

as beneficial or harmful? Answers to be given to similar questions or preferences to answer or not are the issues to be taken as basis in the evaluation of this concept in terms of public administrations.

The ability to put forward healthy analyzes regarding globalization will have important results in solving many problems in the world today. Globalization, which is seen as an explosion of possibilities and potential and has become the key concept used to explain and legitimize many international phenomena in recent years, is actually a solid and superficial standardization and regional crises that destroy cultural diversity and pluralism, the existence of humanity. It creates a result that spreads the whole world in a way that limits its field. Along with this, it brings along a reaction against this monolithic structure of human accumulation and the scope of the approaches emphasizing the priority of the local expands. The twenty-first century will be the cradle of a philosophical unfolding created by the tension between globalization

and local values and the reactive crises that may arise from the problems resulting from this tension (Drucker, 2007).

It is stated that it is inevitable for the public authority to assume a regulatory role in the formation of the city and in the arrangement of the urban land in a way to protect the property rights of everyone, and this is not a limitation of freedoms, but actually a requirement of the guarantee of freedoms. According to this idea, the social state steps in and contributes to the use of urban land for the benefit of society. Therefore, in the social state thought, it is stated that the property right is limited to the public interest. With this limitation, the land use criteria are determined by local governments and a healthy city is tried to be formed. The globalization process, which gained momentum as a result of the rapidly developing information and communication technologies towards the end of the twentieth century, significantly weakened the power of nation states in determining policies within the

country, and the sharing of the power of the state in the field of policy determination with international organizations, regional unions and local administrations required (Bulut et al., 2018). This process also paved the way for the formation of a new political-administrative and cultural structure in which the sovereign boundaries of nation states are redefined and localization comes to the fore.

Nowadays, it is seen that liberal industrialized countries, with their regulations, restrict the right to property, try to implement the zoning plans meticulously and do not allow this by making serious controls to prevent the use of urban lands to the detriment of society. In developing liberal countries, it can be said that concessions are often made in favor of individual interests in the implementation of development plans. While this situation makes it necessary to behave more meticulously in developing countries in order to prevent social harm in favor of individual interests, it also shows a greater need for social

policy applications. First of all, due to the phenomenon of urbanization in developing countries, which is more than industrialization rate, the city does not offer the same opportunity to everyone, and some of them are unemployed. This problem, on the other hand, is not only a problem of poverty, but also increases the responsibilities of local governments significantly and puts local governments with an already weak financial structure into a deadlock. First of all, because the people who come to the city are responsible for meeting the urban needs and the administrative level they are dealing with, local administrations should help the individuals coming to the city to meet their basic needs such as unemployment and housing. Otherwise, the poor population, who cannot meet their basic needs, environmental problems, the problem of slums, the problem of maintaining rural behavior patterns or adapting to urban behavior patterns and accompanying it; It raises many other problems, such as snatching, depletion of treasury lands and violation of

the rights of future generations, unplanned-unhealthy and distorted urbanization, transportation, and unhealthy shelters. All these, on the other hand, make social policies much more necessary in developing countries. Otherwise, these rapidly increasing problems gradually become unsolved and it is stated that social explosions may be brought to the agenda (Schedler & Proeller, 2000).

In the process of globalization in terms of continuous change and development, the developments that have interacted with each other and emerged in the nature of integrity have caused significant changes first in capitalism and then in the nature and functioning of the nation-state and liberal democracy. The nation-state, as an institution, has been able to fulfill many functions and has survived because it has brought it. Regardless of their ethnic or religious identity, whatever their ethnic or religious identity is, the security of their citizens against the attacks of the surrounding countries as much as possible, and the legal equality, justice and security of

individuals against each other by social classes or ethnic-religious sub-groups. It has an authority in this regard. On the economic level, to provide a safe market for the capital of economic agents, to create an environment for economic growth, and even to contribute to it, indeed, regulating the money supply and money institutions in order to facilitate and finalize the exchanges and calculations that will enable the running of economic life, and in this context, ensuring macro stability are their main functions (Cope et al, 1997).

Local governments also have an important advantage in fulfilling social policies in terms of their basic functions. Therefore, in recent years, social policies in European countries have shifted from central governments to local governments (Bulut & Akın, 2019). Although it is expected that the public and civil initiatives will be effective in local decision-making processes in reducing urban contradictions, the possibility of using the process in favor of the wealthy classes constitutes an important

reservation of participation. As a matter of fact, the risk of wealthy classes transforming the cities in accordance with their own logic, influencing the process and limiting the representation of the general should not be overlooked.

The most striking feature of the process of restructuring of capitalism in the context of technological change is the acceleration of globalization. It can be argued that in the restructuring process, globalization, which has already existed since the beginning of capitalism, has gained speed and depth. Within this formation, it is seriously discussed that the nation-state and the nation as a social category have undergone erosion of function and even constitute an obstacle for the reconstruction process. The changes and developments based on the capitalist economic structure that the nation-state guarantees its functioning have also affected the debates on the concept of the state (Heady, 2001).

Housing construction, which is the most basic need in cities in an age of high urbanization, has turned into a social policy today. Providing cheap housing by creating the necessary housing areas places responsibility on the central authority, especially local administrations. In a town where the housing problem cannot be solved, many problems arise. This issue is an important problem worldwide and it is seen that the rate of people who cannot have a healthy shelter is not low. In such a world, the function of local governments could be redefined in solving the problem of meeting basic expectations such as security, housing and social services. Because, in parallel with the elimination of the state from these areas, it can be predicted that these services will begin to be expected from local governments more and more. On the other hand, there is more reason to expect that the problem of efficiency and productivity, which cannot be solved at the national level, can be solved at the local level. In this context, it can be thought that social services, for example,

can be fulfilled more effectively in a town due to the low risk of identifying real needs more accurately (Cunliffe & Jun, 2005).

The latest crisis faced by the capitalist world order and the restructuring that has emerged accordingly have brought along a unique new state analysis. The basic concept of this new analysis is defined as the minimal state. These approaches, which are rather a neoliberal analysis, deal with the state within the framework of a function limited to law and order. Accordingly, in a liberal pluralist order, the basic constitution contains a general code that is protected from the possible unpleasant effects of the competition of jurisdictions, and the situation increases freedom. Although modern understandings of this concept have diverged significantly from its meaning in traditional political and social theory, the idea that a free society requires the existence of competing jurisdictions is clearly linked to locality (Box, 2004).

The general tendency in evaluating the state structure in the process of globalization is that this process narrows the power and the field of action of the nation-states, creates changes in their functions and this leads to regional and local new organizations. Developments in this direction are also a factor of instability for political systems and while trying to ascribe an absolute and universal status to Western democracies, on the other hand, raise doubts about the future of democracies and the crisis of democracy comes to the fore (Box, 2015).

While different layers of society and sub-identities in Western countries lived their own identities with democracy, they also benefited through the supra-identity. In developing countries, privilege can be very severe, as there is a phenomenon of overcoming the nation-state before the suppression and integration process is completed, democracy is not sufficiently developed and technical possibilities are limited due to poverty. This means a more problematic process for these countries and

societies. There is no doubt that the development of democracy in Western societies and its spread to non-Western societies has fulfilled the function of a rivet in protecting the integrity of the nation-state (Nabatchi, 2010).

Institutional information service is provided in all municipalities that have web pages. In this context, e-municipality services offered most effectively are information and document delivery services and communication services. While municipalities provide online transaction services such as invoice and tax payment, it enables citizens to save time, while reducing the workload of municipalities, helping municipalities provide time, resources and personnel to perform different tasks. In a particular country, both the central government organization and local governments deliver public goods and services in urban and rural areas (Agranoff, 2004).

What services should the central government (state) provide and which services should local governments provide at the local level or in a country more generally? Accordingly, which sources of income should the central government and which income sources should the local governments collect? The answers given to this question, known as "financial dispensation" in finance science, may differ due to the conditions of each country. We can say that the sharing of authority, duty and income between the central government and local governments in urban public services has become more complex due to the developments in the academic field, globalization and technological developments (Pratchett, 2004).

In the 21st century, with the effect of globalization, transportation, communication and technological opportunities have increased in cities and the urban population has become crowded accordingly. This situation has brought some difficulties in the provision of city services. It is generally accepted that local

governments are more functional than central government in the fulfillment of diversified and differentiated urban services. The problem in the provision of city services is which ones will be considered as local services or who will decide this. There are some services that are only related to the common interests of the people living in that area or place. For example, telephone and electricity services are concerned with meeting the needs at the national level as a whole, while services such as drinking water and sanitation are at the local level. Thus, jobs that appear as a need at the local level are distinguished from public services at the national level and qualified as public services (local services) at the local level, and these local jobs are given to different local organizations outside of the central organization. In this case, all the works given to local governments by law and in accordance with the provision brought by the European Charter of Local Administrations Autonomy, the works that the laws do not leave to other administrations but the local governments

undertake to do are considered as local business or local service (Akin, 2019).

Conclusion

Even if it is not a matter of waiting for an encompassing dominant paradigm to materialize in a short time, as stated above, it can be said that there is a certain focus problematic discipline the strategic management thought and research in the current situation and common presuppositions which are taken as reference when examining this problematic. Therefore, even if a strict theoretical framework that encompasses different schools and approaches cannot be mentioned, in the current situation a flexible theoretical framework can be mentioned. This leads us to the idea that the overly pessimistic outlook referred to above is not very realistic. It should also be noted that none of the social sciences (even the sciences) have attained the disciplinary purity that a dominant paradigm characterizes. From this point of view, if strategic management, which is new to established social sciences, will not be seen as a scientific discipline

for this reason, other sciences, which have long been thought to have an established theoretical basis, should not be seen as a discipline of science. The very strong practical and pragmatic bias of intellectual management appears to be an obstacle to intellectual progress. Strategic management is developed around business experiences rather than causality and prediction. This causes it to remain at a disciplinary level that has a low level of generalization and abstraction, has no strong theoretical foundations, and is focused on solving administrative problems. However, the scientist and the manager perspective do not coincide, and they do not have the same methods and concerns. In order for progress to be faster, scientists should design their work not to answer the problems of managers but to provide explanatory scientific knowledge.

Some neighboring disciplines also need to make progress in order for modern management thought to reach further stages. The leading ones are economics, sociology and

psychology. Explanations in strategy thought, individual cognitive psychology, sociology of organized behavior (joint decision, organizational power conflicts and balances) are significantly influenced and benefited from national and international general economic explanations. Without explanations of these neighboring disciplines, it will be difficult to explain the multidimensional and complex strategy phenomenon. For example, for the strategic management paradigm's suggestions and predictions of firm behavior to be strong, the explanations and forecasts of overall economic activities and changes must be strong.

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national and international general economic explanations. Without explanations of these neighboring disciplines, it will be difficult to explain the multidimensional and complex strategy phenomenon. For example, for the strategic management paradigm's suggestions and predictions of firm behavior to be strong, the explanations and forecasts of overall economic activities and changes must be strong. Finally, the historical and conceptual limits of the phases regarding the periodization of management thought will be emphasized. Emphasizing the passivity of historical boundaries here seems necessary to isolate the framework of dialectical analysis from questions and reasoning that indirectly disrupt the integrity, although it is not a matter directly related to the dialectical analysis of the periods. As is known, the driving force of social, organizational and managerial change is new knowledge, new forms of communication and technology, and new economic and human relations. These elements are mostly related to the environment of

the organization. In this framework, it can be expected that organizations that are compatible with the new conditions will arise or multiply, and organizations that cannot adapt will disappear or decrease. Every change and innovation in the environment will be a reference to management studies and literature. History has shown and demonstrates this. In other words, it has the message of environmental management, wherever I am. In that case, if everything is predominant in the philosophy of quality life in the environment we live in, the work in the field of management must of course be quality-oriented, if there is an environment of stress, if there is an environment of stress, if there is crisis, chaos and confusion, chaos and complexity must be weighted. The common goal of all management efforts is to contribute to a sustainable organizational life by adapting organizations to their environment, to mediate the delivery of higher quality products to the target audience in a shorter time and with less cost, and to provide a more balanced, more humane,

more fair and creating a less hierarchical working environment.

It is stated that there is not much difference in the management structures and styles of the public and private sectors throughout the 20th century. In the private sector, large companies have formed hierarchical and bureaucratic organizations as predicted by Weber. Between the years 1950-60, the effective management mechanisms of the private sector began to be negatively affected by the criticized aspects of the bureaucracy. As a result, the private sector has also embarked on new searches and started looking for the reasons for the failure of the public sector. After serious financial crises; Anti-statist ideas about management practices, values, roles and volume started to increase in this process. Within the framework of these ideological and political attacks, the public bureaucracy started to be seen as an important tool in solving financial problems. The redefinition of roles, economic liberization and marketing, and the introduction

of new values and practices along with the savings and privatization policies have been the official policy of many countries. Attempts to return the state to its former borders in the 1990s caused significant problems in providing some public services. The function of providing more effective public services with less resources has become very difficult, in this process, the financing of public services with taxes was foreseen, and the technical aspect, efficiency and effectiveness of the reforms were brought back to the agenda. However, this time, this process has started to be threatened by the understanding of "new public administration".

Today, public administrations all over the world have faced the same dilemmas faced by economies. In the welfare economies, the types of behavior that result in this are developing towards full employment, on the other hand, education systems that affect the economic perspectives of individuals are emphasized. However, economic thinking can also cause a type of depression.

Therefore, no one wants to take the risk of thinking of collective interests. Instead, it is focused on responsible state mechanisms, and the understanding of the state that undertakes some duties and functions in areas where the market economy is inadequate or failing is adopted. Services such as education, health, prevention of environmental pollution, helping the orphans, the elderly and mentally ill are among the duties and functions of the responsible state, but it is stated that the responsibilities of the responsible state should be limited. It is recommended to activate the activities of market economy and non-profit private organizations in these areas as much as possible, and it is requested that general, technical and methodological approaches be taken into account in the restructuring of the existing structure. The management should take place in a dynamic environment, and energetic people should be taken as the most basic functional unit in the organization and management, who reveal their personality according to their own culture.

In our country, there is not much resistance against fashion trends from past to present. Global changes are attempted to be transported to the country with superficial transfers and in this way the existing savings are also jeopardized. In our country, the state displays an appearance that tries to take a hand in every field but cannot be fully effective in any of them. However, this outlook has begun to change in recent years as a result of efforts to join the EU. Two main features of the EU are determinant in the national administration organization in our country. The first is the supranational nature of the EU, and the second is the width of the area authorized by the regulations based on the EU's founding agreements. The relationship between the EU and our national government takes place in two ways. First, it is the formulation of the decisions of the Union and then participation in the realization of these decisions. This dimension becomes concrete in the direction of determining national positions at the level of national

administration and ensuring that the decisions at the level of committee, council and commission at the level of the Union are as appropriate for these positions as possible (Ladner, et. al, 2016). This situation causes the national administration structure to be compulsorily adapted to the Union administrative structure.

In the current situation analysis regarding the improvement and restructuring of the public administration in the last development plan; It is stated that the need for a holistic, radical and permanent change in public administration that includes human resources, managerial principles and functioning continues. In this framework, the priority agenda is to eliminate the existing deficiencies and deficiencies in the public relations system in the purposes, duties, distribution of duties, organizational structure, personnel system, resources and the way they are used. In fact, the new public administration reform to be carried out should include systematic redesign of institutional structures and

processes for the purpose of making public administration more effective. While changing the understanding of public administration, the role of the state in social and economic life and state / citizen relations should be redefined in the reform efforts. In areas where the private sector is more successful, the activities of public institutions should definitely be narrowed. Representatives, offices and organizations abroad should be carefully reviewed, methods of closing down, downsizing, and reducing the number of personnel should be applied, and the clumsiness of the state in this area should be minimized. In public administration, as much as possible, non-service civil servants such as consultancy should be ended.

If there are huge radical differences in society and these differences have turned into conflicts, there is no suitable environment for governance. There is only the possibility of governance between actors that accept each other's existence and are open to interaction. In addition, the

success of governance will be realized to the extent that the needs of the society and the capacities of the actors can be harmonized. It is getting harder and harder for organizations to survive and succeed due to reasons such as increasing complexity of organizations, constantly changing environment, increasing uncertainty and instability, economic reasons, increasing competition, technological deficiencies, changing socio-political and legal conditions and market conditions (Bulut & Akın, 2018). For this reason, all organizations in the public and private sectors need managers who have a vision, can see the changes on time and respond quickly, and strategies to implement this.

Today, environmental changes and uncertainties make it difficult to act in a programmed and planned manner. Now, the thoughts of managers that they can control and plan these developments beforehand are no longer valid. Instead of this thought, more realistic and harmonious management approaches that attach more importance to

environmental relations, customers and competitors and make the planning of all this gain importance. New managerial thinking structures always exist according to the newly formed needs. Management is the most important element of any organization and it is important to know management theories for leadership and management to succeed. These theories have contributed to the internalization of each new knowledge learned and to the formation of new theories about the point at which they are separated and combined from the previous theory. When the development of management science in the historical process is examined, firstly the Classical School, the Neo-Classical School after the concepts and principles of this school could not find solutions to the problems, and later the Modern School took its place in the literature, while social changes and developments caused the emergence of post-modern trends and current concepts and practices.

Examining the term modern and its historical development before mentioning modernism will facilitate the transference of the subject. The technological accumulation and economic growth that occurred in the seventeenth century in the West brought societies to an institutional and cultural change process called modernization. This phenomenon has created a new way of life and social organization whose effects are seen as universal. Being "modern" means living in a world that no longer belongs to the past and has to be handled with different methods than before. By examining the development of management science, it is seen that the development of management science is not very old. The phenomenon of the study of management is as old as civilization. As a result of the growth of businesses in the 18th century, new situations have manifested themselves. With the historical development, the approach to business management began to differ. Management has made significant progress until today. Briefly; classical period,

neo-classical period and modern management understanding. Every management thought has its positive and negative sides. By improving these negative aspects in every new thought and making new contributions, today's final point has been reached. Modern Management Thought is also the last point.

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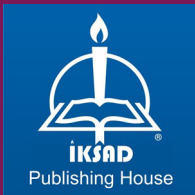
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