

## **M.A., Public Administration**

### **I - Year**

MPA 11	-	Principles of Management
MPA 12	-	Organization Theory
MPA 13	-	Indian Administration
MPA 14	-	Comparative Administrative systems
MPA 15	-	Administrative Thinkers

### **II - Year**

MPA 21	-	Public Personnel Administration
MPA 22	-	Public Financial Administration
MPA 23	-	Development Administration
MPA 24	-	Administrative Law
MPA 25	-	Environmental Administration

## **Principles of Management**

### **Block - I      Basic Concepts**

Meaning, Nature and Scope of management-Levels of management- Tasks of management -Tests of Good management-Managerial problems- Schools of Management

### **Block - II      Management Process-I**

Planning- Organizing-Supervising-Leadership-Public Relations

### **Block - III      Manangement Process- II**

Decision making-Co-ordination- Delegation and Communication-Control-Morale-Motivation Theories

### **Block – IV      Modern Control Techniques in Management**

Operation Research-Break-Even Analysis-Linear Programming- Queuing Theory of Replacement-Management Audit-Social Audit

### **Block – V      Recent Trends in Management**

Management by Objectives (MBO)-Self Management-Participative Management-Management Information Systems (MIS)-O&M-Cybernetics- Quality Circle-Impact of Multi National Corporations

### **BOOKS :**

1. Ahuja, K.K. Management and Organization, CBS Publications, New Delhi, 1997.
2. Bhushan, Y.K. Fundamentals of Business & Organization and Management, Sultan Chand and Sons, New Delhi, 2002.
3. Davav, Rustom, S. The Principles of Management Crown Publishing Company, Bombay.
4. Massie, Joseph L. Elements of Management, Prentice Hall of India, New Delhi.
5. Rao, V.S. P and Narayana, P.S. Principles and Practice of Management, Konark Publications(P) Ltd, New Delhi, 1991.
6. Terry and Franklin Principles of Management, All India Traveller Book Publishers, New Delhi, 1987.
7. Prasad, L.M. Principles and Practice of Management, S.Chand and Co, New Delhi, 2000.
8. Saksena, S.C. Principles and Practice of Management, Sahitya Bhavan, Agra, 1988.

## Organization Theory

### **Block I Basic Concepts**

Meaning, Nature and Scope of Organization-Types of Organization-Principles of Organization - Approaches to Organization.

### **Block II Theories Of Organization**

Classical Theory - Scientific Management Theory-Bureaucratic Theory-Human Relations Theory - Behavioural Theory-Systems Theory

### **Block III Structure of Public Organization**

Types of Organizations-Ministries and Departments-Corporations-Boards and Commissions-Line, Staff and Auxiliary Agencies-Head Quarters and Field Relationships

### **Block IV Organizational Dynamics**

Organizational Change-Organizational Development-Organizational Leadership and Control-Intervention Techniques

### **Block V Organizational Behaviour**

Organizational Behaviour-Organizational Conflict-Organizational Effectiveness-Organization and Society

### **BOOKS:**

1. Harman, M.M. & Mayer. R.T. Organization Theory for public Administration, Boston and Toronto, Little Brown and Company, 1986.
2. Rao, V.S.P & Narayana, P.S. Organization Theory and Behaviour, Konark Publications Ltd, Delhi, 1990.
3. Prasad, L.M. Organization Theory and Behaviour , S. Chand & Co, Delhi, 2001.
4. Singh, Nirmal Organizational Behaviour -Concepts & Theory and Practice, Deep and Deep Publishers, New Delhi, 2001.

## **Indian Administration**

### **Block I Evolution of Indian Administration**

Ancient – Mauryan – Gupta - Moghal and British Periods - Constitutional Framework of Indian Administration- Federal Structure-Parliamentary Democracy

### **Block II Union Government**

President-Prime Minister-Council of Ministers-Cabinet Secretariat-Cabinet Committees-Prime Minister's Office-Central Secretariat-Minister and Departments-Planning Commission-Finance Commission-National Development Council-Union Public Service Commission-Commission for SC and ST-Election Commission-Comptroller and Auditor General of India

### **Block III Administrative Services in India**

All India Services-Central Services-Staff Selection Commission-Selection and Training-Reform of Civil Service-Administrative Changes and Reforms-Organization and Methods

### **Block IV State Administration in India**

State Administration-Governor-Chief Minister-Council of Ministers-State Secretariat-State Public Services and Public Service Commission-Planning machinery at the State and District Level- District Administration-Local Government Administration

### **Block V Issue Areas**

Issue Areas in Indian Administration -Specialists VS Generalists-Relations between Political and Permanent Executive-Issues of Corruption-Integrity in Administration-Gorwala and Appleby Committee-Administrative Reforms Commission-Centre-State Relations-Sarkaria Commission-Impact of Information and Technology in Administrative-People's Participation in Administration

## **BOOKS**

1. Arora, Ramesh K & Rajini Goyal Indian Public Administration- Institution and Issues, Wishwa Prakashan Pvt Ltd, New Delhi, 1989.
2. Singh, Hoshier and Mohinder Singh Public Administration in India, Sterling Publications, New Delhi, 1989.
3. Singh, Hoshier Indian Administration, Sterling Publications, New Delhi, 2000.

## **Comparative Administrative System**

### **Block I                      Basic Concepts**

Meaning, Nature and Scope of Comparative Public Administration-Evolution of Comparative Public Administration – Comparative Administrative Group (CAG) – Methods and Approaches to the Study of Comparative Public Administration-Problems of CPA.

### **Block II                      United Kingdom (UK)**

Salient Features of the British Administrative System-Executive-Legislative-Judicial Branches-Powers and functions-British Civil Services-Rule of Law-Party System-Pressure Groups-Local Governments.

### **Block III                      United States of America (USA)**

Salient features of American Administrative System-Executive-Legislative and Judicial branches-Powers and Functions-Separation of Powers-Judicial Review-Local Government-Party System-Public Services

### **Block IV                      France**

Salient features of the French Administrative System-Executive Legislative and Judicial branches- Powers and functions-Administrative Law-Local Government-Political Party-Public Services

### **Block V                      Japan**

Salient features of Japanese Administrative System-Executive-Legislative-Judicial branches-Powers and Functions-Local Government-Public Parties-Public Services-Pressure Groups

### **BOOKS**

1. Arora, Ramesh.K. Comparative Public Administration, Associated Publishing House, New Delhi, 1972.
2. Ferrel Heady. Public Administration: A Comparative Perspective
3. Raphaeli, N. Readings in Comparative Public Administration, Boston, Allyn and Bacon, 1969.
4. William Saffin (ed) Towards the Comparative Study of Public Administrative (1957)
5. Vishnoo Bhagwan and Vidya Bhusan. World Constitutions- Sterling Publishers Pvt Ltd, New Delhi.

## **Administrative Thinkers**

### **Block -I Dichotomy Theorists**

- a) Woodrow Wilson, (b) Frank Goodnow

Classical Theorists

- a) F.W.Taylor (b) Henry Fayol (c) Luther Gullick (d) Lyndal Urwick

### **Block - II Human Relation Theorists**

- a) M.P Follett (b) Elton Mayo

Bureaucratic Theorists

- (a) Karl Marx (b) Max Weber

### **Block - III Behavioural Theorists**

- (a) Chester I. Bernard (b) Herbert A. Simon (c) Chris Argyris.

Leadership Theorists

- (a) Rensis Likert (b) Peter Drucker

### **Block - IV Motivation Theorists**

- (a) Fredric Herzberg (b) Douglas Mc Gregor (c) Abraham Maslow

Modern Theorists

- (a) F.W.Riggs (b) Dror.

### **Block – V Indian Administrative Thinkers**

- (a) Kautilya (b) Thiruvalluvar (c) Gandhian Philosophy in Administration.

- (d) Jawaharlal Nehru.

### **BOOKS:**

1. Prasad, Ravindra DV.S and P.Sathya Narayana - Administrative Thinkers, Sterling Publishers, New Delhi.
2. Singh,R.W., Management Thought and Thinkers , Sultan Chand, New Delhi.
3. Pugh, D.S., Organisation Theory
4. Maheswari S.R. Administrative Thinkers.

## **Public Personnel Administration**

### **Block - I**

Meaning, nature and Scope of Personnel Administration - Different Types of Personnel System - Foundations of Personnel System- Spoils system- Merits system - Tenure System – Contract System - Public Services as a Life Career- Organisation of Personnel Department and its functions.

### **Block – II**

Manpower Planning- Position Classification - Recruitment - Problems of Recruitment - Methods of Recruitment- Qualifications of employees - Methods of Determining Qualifications - Appointment and Probation - Placement - Recruitment System in India- Public Service Commission - All India Services - ARC recommendation.

### **Block - III**

Manpower Training - Objectives of Training - Types of Training- Training for All India Services - Promotion: Importance - Principles of Promotion- Transfer- Retirement Benefits.

### **Block - IV**

Principles of Wage policy- System of Wage Payment - Wage Issues- Allowances and Benefits - Conduct and Discipline - Morale - Public Employees Organisation - Whitley Council – System of Collective Bargaining – Whitley Council.

### **Block - V**

Commissions and their Recommendation - Administrative Reforms Commission- Kothari Commission - V Pay Commission and its recommendation.

### **BOOKS:**

1. Goel, O.S.R - Public Administration,
2. O.Ghlen Stahl -Public Personnel Administration.
3. Rudrabasavaraj. M.N - Dynamic Personnel Administration
4. Nigro, Felix A., Public Personnel Administration
5. Torpey. W.G Public Personnel Management.



## Public Financial Administration

### Block-I

Nature, Scope and importance of Public Financial Administration – Evolution of Financial Administration in India – Budget: Meaning – Principles - Types of Budget – Performance Budgeting – ZBB – PPBS - Modern Techniques of Financial Management.

### Block-II

Aspects of British Budgetary System-British Budgetary Procedure-Control over Public Expenditure in Britain-Aspects of American Budgetary System-American Budgetary Procedure- Control over Public Expenditure in U.S.A - Accounting and Auditing in UK&USA.

### Block-III

Indian Budgetary System - Preparation Enactment and Execution of the Budget- Finance Ministry – Department of Accounts and Audit – Controller and Auditor General of India – Separation of Accounts and Audit.

### Block-IV

Control over Public Expenditure in India – Executive – Legislative – Audit control – Parliamentary Financial Committees: Public Accounts Committee - Estimates Committee – Committee on Public Undertakings.

### Block-V

Aspects of Fiscal Federation in India- Monetary and Fiscal Policies – Resource Mobilization – Tax and Non Tax sources – Central Finance Commission – State Finance Commission – Local Finance.

### BOOKS:

1. Thavaraj, M.J.K., - Financial Administration of India,  
S.Chand & Co., New Delhi, 1992.
2. Goel, S.L.,-P - Public Financial Administration,  
Deep and Deep, New Delhi, 2002.
- 3.Mookerjee, S.S., - Financial Administration in India,  
Surjeet.

## **Development Administration**

### **Block – I**

Meaning, nature and scope of Development Administration – Evolution of D.A., - Traditional Public Administration and Development Administration- Methodology of Development Administration – Constraints in Development Administration.

### **Block –II**

Theories of Development Administration – Bureaucratic Theory – Behavioural Theory - Behavioural Theory – Systems Theory – Programmatic value and Goal orientation – Riggsian model – Development Design Strategy – Institution Building model-

### **Block –III**

Evolution of Development Administration in India – District Administration – its relationship with Functional Departments – Changing role of the District collector – Peoples participation – Citizen and Administration – 73<sup>rd</sup> and 74<sup>th</sup> Amendment – New Panchayat Raj and Rural and Urban Development Programmes.

### **Block – IV**

Development Planning in India – Objectives of Indian planning – Planning process and five year plans – Machinery for planning – National Level – State Level – District Level – Decentralized Planning – ARC's view –Role of NGO's in Development Administration.

### **Block – V**

Development Administration in the International Context – The Role of UNO and Allied agencies – WB – IBRD-ADB- UNDP – IMF – UNCTAD-

#### **BOOKS:**

1. Riggs, F.W - Frontiers of Development Administration.
2. Chatterjee - Development Administration,  
S.Chand & Co., Delhi, 1990.
3. Singh, Swindar: - Development Administration,  
Sterling Publications, New Delhi 2002
4. Sapru, R.K., - Development Administration in India.
5. Pai Panandikar – Development Administration in India.

## Administrative Law

### Block - I

Meaning, Nature and Scope of Administrative Law – Public Administration and Public Law – Historical growth and Development of Administration Law – Rule of Law – Driot Administrative – Constitutional Law and Administration Law.

### Block - II

Executive and Administrative Law Government Liability – Classification of Administrative Actions – Administrative Discretion – Administrative Law and Privileges.

### Block - III

Legislature and Administrative Law Delegated Legislation – Control over Delegated Legislation.

### Block - IV

Judiciary and Administrative Law Distinction between Judicial and Quasi – Judicial Functions – Principles of Natural Justice – Administrative Tribunals – Judicial Remedies

### Block V

Control over Administration Government Control over Public authorities – Legislative control over Public Authorities – Statutory Inquiries – Statutory and other Remedies – Judicial review of Administrative Action – Ombudsman, Lokpal – Lokayata.

### BOOKS:

1. Durga dos Basu : Administrative Law,  
Prentice Hall of India (P) Ltd.,  
New Delhi, 1986
2. Kesari, U.P.D., : Lecturers on Administrative Law
3. Takwani, C.K., : Lecturers on administrative Law  
Estern Book Company  
Lucknow, 2001

## **Environmental Administration**

### **Block – I**

Significance of Environmental Administration - Fundamental principles of Environment – Environmental Administration : Multi – Disciplinary Approach – India’s Concern for Environmental Protection - Global Environment –

### **Block – II**

Constitution and Environment: Constitutional obligation to the Natural Environment – Environmental Policy in India – Legal Frame work for the Protection of Environment – Five year plan and Environment – Judicial control over Environmental Protection –

### **Block–III Human Affairs and Environment**

Growth and control of human Population, Health and Environment – Ecology and Environment – Eco – System an indicator organism – Rural and Urban challenges in Environmental Administration – Socio –Economic Dimensions of Environment –

### **Block – IV Development and Environment**

Environmental Problems: Challenges of Development – Remedies for the Environmental Problems – Environment and Economic Development – Environment and Agricultural Development – Green Revolution – Sustainable Development-

### **Block – V Agencies for Environmental Administration**

Various Government Programmes for the Protections of Environment – Role of State and local Government in Environmental Administration – Public Participation – Role of NGO’s in Environmental Protection.

### **BOOKS:**

1. Ghaliatwal, G.R., - Encyclopaedia of Environmental Management.
2. Kailash Thakur - Environmental Protection – law and policy in India, Deep & Deep
3. Sayne, R.K., - Environmental Management.
4. Armin Rosenerang - Environmental Law and Policy in India
5. Santha Kumar - Environmental Law.