

Master of Arts in Public Administration
Course of Study 2004-05
(Special Course)

SEMESTER I

Paper- I Concepts and Ideas of Public Administration

- 1) Meaning, nature, scope and significance of Public Administration.
- 2) Evolution of Public Administration as a discipline, Public Administration as an art and science.
- 3) Public and private administration, New Public Management, State versus Market debate.
- 4) Ecology of Public Administration, organization and organizational effectiveness

Books Recommended

R.T. Golembewski, *Public Administration as a Developing Discipline: Perspectives on Past, Present and Futures*, New York, Marcel Dekker, 1977.

Awasthi Evam S.R. Maheshwari, *Lok Prashasan*, Laxminarayan Agrawal, Agra, 2004.

M.P. Sharma Evam B.L. Sadana, *Lok Prashasan: Sidhanth Evam Vyavahar*, Kitab Mahal, Allahabad, 2004

M. Bhattacharya, *Public Administration: Structure, Process and Behaviour*, Calcutta, The World Press, 1991.

M. Bhattacharya, *New Horizons of Public Administration*, New Delhi, Jawahar Publishers and Distributors, 2001

Paper-II - Administrative Theories and Thinkers: Classical Era

- 1) Bureaucracy as organization (Max Weber and Others).
- 2) Scientific management (Frederick W. Taylor).
- 3) (i) Classical Administrative Management (Luther Gulick, L. Urwick & H. Fayol).
(ii) Indigenous Administrative Theory (Kautilya and Others).

Books Recommended

M. Blau, *Bureaucracy in Modern Society*, New York, Random House, 1962.

M. Bhattacharya, *Restructuring Public Administration: Essays in Rehabilitation*, New Delhi, Jawahar, 1990.

R.W. Cox, *Public Administration in Theory and Practice*, Englewood Cliffs, N.J. Prentice Hall, 1994.

N. Henry, *Public Administration and Public Affairs*, New Delhi, Prentice Hall, 1999.

P.B. Heymann, *The Politics of Public Management*, London, Yale University Press, 1987.

Paper-III - Public Personnel Administration: Theory and Practice

- 1) Meaning of Personnel Administration, Bureaucracy and Civil Services, Position Classification.

- 2) Recruitment, Training, Career development, Performance appraisal, Promotion, Transfer, Pay and Service Conditions, Retirement benefits.
- 3) Discipline, Employer – Employee relations : Joint Consultative Machinery (Whitley Council).

Books Recommended

Glenn O’Stahl , *Public Personnel Administration.*, Harper and Row Publishers, New York, 1983.

S.W. Hays and R.C. Kearney, *Public Personal Administration: Problems and Prospects*, Prentice Hall, Englewood Cliffs, NJ, 2003.

S.L. Goel, *Public Personnel Administration*, Deep and Deep Publication, New Delhi 2002

Report of the Fifth Central Pay Commission, Government of India, Publications Division, 1996

Paper-IV: Evolution and Framework of Indian Administration

- 1) Conceptual background and evolution of the Indian administrative system: ancient, mediaeval, British period, and post-independence period.
- 2) Framework of Indian polity
- 3) Federal structure, Parliamentary democracy, secular republic, planning, socialism.
- 4) Political Executive: President, Prime Minister & council of ministers, Committees of the Cabinet.
- 5) Organization of Government of India: Central Secretariat, Ministries/Departments, Directorates, Boards and Commissions, Field-organization.
- 6) Constitutional Authorities: U.P.S.C., Election Commission.
- 7) All India Services and State Services: Structure and Functions.

Books Recommended

R.K. Arora, and R. Goyal *Indian Public Administration*, Vishwa Prakashan, New Delhi 2002

C.P. Bhambri, *Bureaucracy and Politics in India*, Delhi, Vikas Publications, 1971.

S.R. Maheshwari, *Evolution of Indian Administration*, Agra, Lakshmi Narain Aggarwal, 1970.

S.R. Maheshwari, *Indian Administration*, Orient Longman, New Delhi 2000

A.S. Upadhyaya (ed.) *Electoral Reforms in India*, Concept Publishers, New Delhi, 2005

Website: www.upsc.gov.in

www.electioncommission.nic.in

Paper-V: Citizen and Administration: Concepts and Issues

- 1) The State and the Citizen- women, minorities, internally displaced people and weaker sections.
- 2) Good Governance.

- 3) Citizen's Charter.
- 4) Accountability of Administration and Citizen, Administration and Judiciary (Judicial Activism and PIL).
- 5) People's Participation in Administration.

Books Recommended

- H. Mander and M Asif, *Good Governance*, Books for Change, Bangalore, 2004
- J.G. Jabbra and O.P. Dwivedi (eds.), *Public Service Accountability: A Comparative Perspective*, West Hartford, Kumarian Press, 1998.
- R.B. Jain (ed.), *Public Services in a Democratic Context*, New Delhi, IIPA, 1983.
- H.B. Gartz (eds.), *Structural Adjustment, Public Policy and Bureaucracy in Developing Societies*, New Delhi, Har Anand Publications, 1994.
- R. Khator, *Bureaucracy-Citizen Interface: Conflict and Consensus*, Delhi, B.R. Publishing, 1999.
- S. Krislov, *Representative Bureaucracy*, Englewood Cliffs N.J., Prentice Hall, 1974.
- N. Lewis and P. Birkeslaw, *When Citizens Complain: Reforming Justice and Administration*, Buckingham, Open University Press, 1999.
- B. Stone, (*Administrative Accountability in the Westminster Democracies: Towards a new conceptual framework*), *Governance*, 8(4), Oct., 1995.
- Arvind K. Sharma & Indu Sharma, (*Inducing Client Focus in Bureaucracy: The Citizen Charter in India*), IIPA, New Delhi, 2002.
- T.N. Chaturvedi (ed.), (*Towards Good Governance*), IIPA, New Delhi, 1999.
- Brahmadeo Sharma, (*Sahbhagita, Vikendrikaran auk Vikas*), IIPA, New Delhi, 1997

SEMESTER II

Paper-VI: Principles and Practices of Public Administration

- 1) Principles of Organization: bases, units, hierarchy, span of control, unity of command, delegation, centralization, decentralization, integration, disintegration, coordination and supervision.
- 2) Chief executive, Department, Corporations, Companies, Boards and Commissions, Independent Regulatory Commissions.
- 3) Administrative Law, Delegated legislation, Administrative reform.

Books Recommended

- G.E. Caiden, *Dynamics of Public Administration: Guidelines to Current Transformation in Theory and Practice*, New York, Holt, 1971.
- P.R. Dubhashi, *The Profession of Public Administration*, (Pune, Subhadra, Saraswat), 1980.

J. Perry *Hand Book of Public Administration*, Jossey Bass, San Francisco, 1989

N. Henry, *Public Administration and Public Affairs*, New Delhi, Prentice Hall, 1999.

P.R. Dubhashi, *Administrative Reforms*, B.R. Publishing Corporation, New Delhi 1986

Paper-VII - Administrative Theories and Thinkers: Modern Era

- 1) The Human Relations School (Mary Parker Follet and Elton Mayo).
- 2) Functional – Behavioural Approach in the Study of Organization (Chester I. Bernard).
- 3) Decision-Making (Herbert A. Simon).
- 4) Concept of Development Administration (Dwight Waldo, Edward Weidner, Ferrel Heady).
- 5) Ideas of New Public Administration.
- 6) Public Choice Theory and Principal – Agent Relationship.

Books Recommended

H.A. Simon, *Administrative Behaviour: A Study of Decision-Making Process in Administration*, New York, The Free Press, 1957.

S.R. Maheshwari, *Administrative Thinkers*, Macmillan, New Delhi 2000

G.F. Grant, *Development Administration: Concepts, Goals, Methods, Madison*, University of Wisconsin Press, 1979.

Peter Self, *Administrative Theories and Politics*, George Allen and Unwin, London, 1977.

M. Bhattacharya, *New Horizons of Public Administration*, New Delhi, Jawahar Publishers and Distributors, 2001

Paper-VIII Public Personnel Administration: Concepts and Issues

- 1) Integrity in Administration, neutrality, anonymity, commitment and responsiveness.
- 2) Generalist & specialist controversy, Politician and civil servant relationship.
- 3) Rights of Civil Servants, Staff Association and Unions, Morale.
- 4) Grievance redressal machinery, Ombudsman, public relations.

Books Recommended

C.P. Bhambri, *Administrators in Changing Society*, National Publishing House, New Delhi, 1972

P. Ghosh, *Personnel Administration in India*, Sudha Publications, New Delhi, 1973

B.C. Smith, *Bureaucracy and Political Power*, St. Martins Press, New York, 1988

A.R.C. – *Report on Personnel Administration*, Publications Division, Govt. of India, 1970

Diana Woodhouse, *In Pursuit of Good Administration, Ministers, Civil Servants and Judges*, Clarendon Press, Oxford, 1997

Norman A Lewis & S.S. Singh, *Ombudsman: India and the World Community*, IIPA, British High

Commission, New Delhi, 1996.

Selected Articles of *Indian Journal of Public Administration*, IIPA, New Delhi.

Paper-IX Indian Administration: State and District Administration

1) State Administration:

- (i) Role of Governor, Chief Minister the real executive and Council of Ministers.
- (ii) State Secretariat: Structure, Organization and Functions, Role of the Chief Secretary, Office of the Commissioner.

2) District Administration: Structure and Functions:

- (i) Role of the District Collector in general and in Urban and Rural Development.
- (ii) Urban Local Government: Structure, Problems and Remedies.
- (iii) Rural Local Government: Structure and Organization Problems and Remedies.

Books Recommended

S. Mishra *Changing Pattern of District Administration*, Mittal Publication, New Delhi, 1996

S.R. Maheshwari, *State Governments in India*, Macmillan India Ltd., New Delhi, 2000

D.D. Basu, *Introduction to the Constitution of India*, Wadhwa Publications, Nagpur, 2003

IIPA, Organisation of the Government of India, New Delhi.

S.R. Maheshwari, *Local Government in India*, Laxmi Narain Agrawal, Agra, 2003

D.D. Nanda, *Municipal Administration in India*, Ganga Kaveri Publishing House, Varanasi, 1998

Paper-X Citizen and Administration: Issues

- 1) Internal Complaint Agencies: Existing Machinery.
- 2) Machineries of Grievance Redressal- Lokpal, Lokayukta, Directorate of Public Grievance, Consumer Forum.
- 3) Right to Information, E-Governance, Civil Society.
- 4) Empowerment.
- 5) Corruption: contributory factors, manifestations, eradication/mitigation

Books Recommended

S. Kaviraj and S. Khilnani (ed.) *Civil Society: History and Possibilities*, Foundations Books, New Delhi 2002

Rajani Ranjan Jha, *Lokayukta: The Indian Ombudsman*, Rishi Publications, Varanasi, 1990.

Norman A Lewis & S.S. Singh, *Ombudsman: India and the World Community*, IIPA, British High Commission, New Delhi, 1996.

S. Bhatnagar, *E-Government*, Sage Publications, New Delhi 2004

M. Sharma (ed), *Improving People's Lives – Lessons in Empowerment from Asia*, New Delhi, Sage Publications, 2004

Website

www.persmin.nic.in, (Ministry of Personnel and Public Grievances, Govt. of India)

SEMESTER III

Paper XI Comparative Local Government: Nature and Significance

- 1) Local Government: Nature and Significance
- 2) Evolution of Local Government in India: ancient, medieval, British period and post-independence.
- 3) The Context of Local Government in U.K. and USA
- 4) Structure of Urban Local Government in India: U.P. model and Kolkata model of Municipal Corporation, Structure of Municipality.
- 5) Structure of Local Government in the U.K.: Metro Counties, Non-Metro Counties, and Greater London Council.
- 6) Structure of Local Government in the USA: Strong Mayor Model, Weak Mayor Model and Commission Model.

Books Recommended

S.R. Maheshwari, *Local Government in India*, Lakshmi Narain Agrawal, Agra, 2003

T.N. Chaturvedi and A. Dutta (eds.), *Local Government, IIPA*, New Delhi, 1984

M.A. Muttalib, *Theory of Local Government*, Sterling Publishers Pvt. Ltd. New Delhi, 1982

Debidas Nanda, *Municipal Administration in India*, Ganga Kaveri Publishing House, Varanasi, 1998

Rural Urban Relationship Committee Report, 1966, Ministry of Health and Family Planning, Government of India, New Delhi.

V. Ostrom et.al. *Local Govt. in the United State*, Institute for Contemporary Studies, San Francisco, 1988

Paper XII Comparative Administration

- 1) Meaning: Nature, Scope and the Evolution of Comparative Public Administration.
- 2) Theories and Models of Comparative Public Administration.
- 3) Relevance of Comparative Public Administration.
- 4) A Comparative study of Administrative Systems of USA, UK and France.

Books Recommended

Almond, G.A. and G.B. Powell Jr. *Comparative Politics: A Development Approach*, New Delhi, Amerind Publishing Company, 1966

R.K. Arora and Sharma (eds.) *Comparative and Development Administration: Ideas and Action*, Jaipur, Arihant, 1992

R.K. Arora, *Comparative Public Administration (An Ecological Perspective)*, New Delhi, Associated Publishing House, 1972

T.N. Chaturvedi, *Comparative Public Administration*, Jaipur, Research Publications, 1999

Ferrel Heady, *Public Administration: A Comparative Perspective*, New Delhi, Prentice hall India (P) Ltd. 1996

V.N. Vishwanathan, *Comparative Public Administration*, New Delhi, Sterling Publishers Pvt. Ltd. 1997

Paper XIII Public Policy

- 1) Public policy-meaning and significance
- 2) Policy Formulation, Implementation, Monitoring and Evaluation
- 3) Agents of Public Policy Making.
- 4) Sectoral Policies in India: Health, Education, Energy, Information Technology and Agriculture.
- 5) Problems in Policy making and Implementation, Solutions.

Books Recommended

H.A. Aaron, T.E. Mann & Taylor (ed.), *Values and Public Policy*, Washington D.C., Braking Institution, 1994.

J.E. Anderson, *Public Policy making*, Boston, Houghton, Mifflin, 1990

T. Dye, *Understanding Public Policy*, 9th Edt. Englewood Cliffs New Jersey, Prentice Hall, 1997

R.K. Saprú, *Public Policy: Formulation, Supplementation and Evaluation*, New Delhi, Sterling 1984.

P.K. Saxena (ed) *Comparative Public Policy*, Jaipur Rawat Publication 2000

L.N. Gerston *Public Policy Making: Process and Principles*, London, M. E. Sharpe, 1997

W.N. Dunn *Public Policy Analysis: An Introduction*, Prentice Hall, New Jersey, 1993

Paper XIV Financial Administration in India: Concepts and Structure

- 1) Concept, Nature and Scope of Financial Administration
- 2) Levels of Financial Administration:
 - (i) Central Ministry of Finance, Finance Commission
 - (ii) State Ministry of Finance, State Finance Commission
- 3) Planning Commission
- 4) Income Tax Tribunal and Administrative Tribunal
- 5) Reserve Bank of India.

Books Recommended

- G.S. Lall *Public Finance and Financial Administration in India*, Kapoor Publishers, New Delhi 1976
- S.L. Goel *Public Financial Administration*, Deep and Deep Publication, New Delhi, 2002
- M. J.K. Thavraj, *Financial Administration of India*, Sultan Chand and Sons, New Delhi, 1981
- S. Panda, *Financial Administration and Personnel Management in Public Enterprises*, Mittal Publications New Delhi, 1989

Paper XV Fundamentals of Computers

- 1) Computer: Fundamentals of Computer, Importance of Computer, and Architecture of Computers- Input-Output Devices, Central Processing Unit; Hardware and Software.
- 2) Application of Computers, Classification of Computer, Computer Languages.
- 3) Computer Operating Systems: MS-DOS, /Windows 98, /MS Word, /MS-Excel.
- 4) Systems Analysis: Preliminary Survey, Analysis of the Problem and laying down specifications, Design Development, Testing and Debugging, System Analysis Methods, Data Flow Diagrams.
- 5) Internet: Understanding, Internet, Internet Management, Uses of Internet-Website, E-mail, Information Retrieval, Security of Data on Internet.

Books Recommended

- K.P. Sinha, *Fundamentals of Computers*.
- Carl S. French, *Computer Fundamentals*.
- S.K.Goel, *Computer and Internet Management*, K.K. Agencies, N. Delhi, 1999.
- Muneesh Kumar, *Business Information Systems*, Anmol Publication, N. Delhi, 1999
- Y.K. D'souza, *Electronic Media and Internet*, D.K. Publication, New Delhi, 1998.
- Sanjeev Sharma, *Dictionary of Computers*, K.K. Agencies, New Delhi, 1998.

OR

Paper XV International Public Administration – I

1. Evolution and Concept of International Public Administration.
2. Nature of International Civil Services.
3. Administration System of the U.N.:
 - a) Administrative System of the Office of the Secretary General.
 - b) Administrative System of the Office of the General Assembly.
 - c) Administrative System of the Office of the Security Council.
 - d) Committee System of the U.N. General Assembly and the Security Council.

Books Recommended

- Y. Beigbeder, *Management Problems in United Nations Organizations*, Pinter Publisher, London, 1988
- S.L.Goel, *International Civil Service*, Sterling Publishers, New Delhi, 1984
- D.Pet and T. Weiss, (ed.) *The Nature of United Nations Bureaucracies*, Croom and Helm, London and Sydney, 1986
- R. Basu, *Personnel Administration in United Nations*, Sterling Publishers, New Delhi, 1989
- Website: www.un.org**

SEMESTER IV

Paper XVI Comparative Local Government: Process and Issues

- 1) A comparative Study of Mayors in India, UK and USA.
- 2) A Comparative Study of Chief Executive Officer (India)
- 3) A Comparative Study of Committee System in India and UK
- 4) Local Finance in India, UK and USA
- 5) 73rd and 74th Constitutional Amendment Acts in India
- 6) State-Local Government Relation: Autonomy of Local Government in India, UK and USA.
- 7) Problems of Local Government in India, UK and USA.

Books Recommended

- D. Wilson and C. Game, *Local Govt. in the United Kingdom*, Palgrave, Basing stoke, 2002
- R. Paddison and S. Bailey (ed.) *Local Government Finance: International Perspectives*, Routledge, New York, 1988
- P. Sachdeva, *Urban Local Government in India*, Allahabad, Kitab Mahal, 2002
- H. Singh, *Theory and Practice of Local Government*, Sterling Publishers, New Delhi, 1996
- S.L. Goel, *Urban Administration in India*, New Delhi, Deep and Deep Publications, 2003

Paper XVII Development Administration

- 1) Development Administration & Sustainable Development.
- 2) Contribution of F.W. Riggs to Development Administration.
- 3) Development Administration and Administrative Development:
 - a) Role of Planning
 - b) Communication and Development Administration.

- 1) Bureaucracy and Development Administration: Role of Bureaucracy in plan formulation and its implementation.
- 2) Administration for the welfare of weaker sections: women, minorities, SC/ST
- 3) International Aid and Technical Assistance Programmes – IMF, IBRD, WTO

Books Recommended

Ali Farazmand (ed) *Hand Book of Comparative and Development Administration*, New York, Marcel Dekker, 1991

N. Bava, *The Social Science Perspective and Method of Public Administration: (Policy and Development Administration Approach)*, New Delhi, Uppal, 1992

M. Bhattacharya, *Development Administration: Search for Alternative*, New Delhi, Jawahar Publishers and Distributors, 1997

M. Bhattacharya, *Bureaucracy and Development Administration*, Delhi, Uppal, 1979

G. Craig and M. Mayo, *Community Empowerment: A Reader in Participation, and Development*, London, IED Books, 1995

D.R. Sachdeva, *Social Welfare Administration in India*, Allahabad, Kitab Mahal, 2003

Paper XVIII Theory and Practice of Management

- 1) Meaning, nature and significance of Management.
- 2) Functions of Management: Planning, Organising, Staffing, Directing, Coordinating, Reporting, Budgeting, and Decision-making.
- 3) Leadership, Communication, Motivation.
- 4) Techniques of Management: O&M, PERT, CPM, MBO and TQM
- 5) Globalization and Management: The changing International Scene, Role of Multinational Companies.

Books Recommended

Harold Koontz and Heinz Weihrich, *Essential of Management*, McGraw Hill Publishing Co., Singapore, 1992.

Peter Drucker, *Management: Challenges of the Twenty First Century*, Oxford, Butterworth Heinemann, 2001

S.L. Goel, *Modern Management Techniques*, New Delhi, Deep and Deep Publication, 2002

R.D. Agrawal, *Organization and Management*, Tata McGraw-Hill, New Delhi, 1997

D.J. Gayle and J.N. Goodrich (ed) *Privatization and Deregulation in Global Perspective*, London, Pinter, 1990

Paper XIX Financial Administration in India: Processes

- 1) Budget:
 - a) Line-item, Performance Budget, Zero Base Budgeting.
 - b) Budgetary Process: Preparation, Enactment and Execution.
- 2) Centre-State Finance: Federal Financing, Division of Resources, Finance Commission and Planning Commission, Grants in aid.
- 3) Planning: (a) Meaning and Significance, Machinery for plan formulation.
(b) Plan Implementation strategy and objectives of Five-year Plans.
- 1) Accounting and Audit:
 - (a) Accounts: significance, account-keeping agencies, accounting process.
 - (b) Audit: Audit organisation, Audit Reports, and Public Accounts Committee, Estimates Committee, Comptroller and Auditor General of India.
- 5) Control over Financial Administration: Legislative, Executive and Judicial.

Books Recommended

M M Suri *Government Budgeting in India*, Commonwealth Publishers, New Delhi, 1990

P L Joshi and V.P. Raja, *Techniques of Zero Base Budgeting*, Himalaya Publishing House, Bombay, 1988

B P R Vithal and M Sastri *Fiscal Federalism in India*, OUP, New Delhi, 2004

Paper XX Contemporary Information Technology/Administration

- 1) Information Technology: Definition, Need, Qualities, and Values.
- 2) Right to information, Information Management, New Frontiers of Information Technology.
- 3) Satellite Communication, Audio-Video Conferencing.
- 4) Cyber crimes.
- 5) MIS: Meaning, Nature, Process.
- 6) Office Automation: Means and Uses.
- 7) Uses of Information Technology in Public Administration: Planning and Monitoring, Improving Services, Transparency, Redressal of Grievances,
(Practical on hands training will be provided through computers.)+

Books Recommended

Zahid Hussain and Vanita Ray, *Media and Communication in the Third World*, D.K. Publishers, New Delhi, 2000.

Satish Jain, *Information Practices*

S.K. Bansal, *Information Technology and Globalization*.

Rajiv Shukla, *Information Technology in next Millennium*, D.K. Publishers, New Delhi, 2000.

Subash Bhatnagar and Robert Schwore (editors), *Information and Communications in Rural Development : Case Studies from India*, World Bank Institute (WB) working Papers, WBI Publications, 2000.

Anita Bansal, *Information System Management*

S.L. Sah, *Information Technology*, New Delhi, Cujan Publishing House, 1999.

Subhash Bhatnagar, *E-Government*, New Delhi, Sage Publications 2004

Kiran Bedi and others, *Government and net in New Governance opportunities for India*, Sage Publications, New Delhi, 2001.

OR

Paper XX International Public Administration – II

- 1) Administrative System of the U.N. Specialized Agencies : UNESCO, ILO, FAO,
- 2) Administration of the UN Peace Keeping Operation – Problems of Command, Control and Supervision.
- 3) Administrative System of the World Bank & International Monetary Fund : Organisation and Role.
- 4) Problems of Reforms and Revision of the UN Administrative System.

Books Recommended

J.A. Moore, J. Pubantz, *The New United Nations*, Englewood Cliffs, NJ, Prentice Hall, 2005

A. Le Roy Bennett, *International Organisation: Principles and Issues*, Englewood Cliffs, NJ, Prentice Hall, 1995

D.P. Forsythe, *United Nations Peacekeeping*, Baltimore and London, John Hopkins University Press, 1972

Satish Kumar (ed.), *The United Nations at 50*, New Delhi, UBSPD, 1995.

Website: www.unesco.org
 www.ilo.org
 www.fao.org
 www.worldbank.org
 www.imf.org

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