



BHARATHIDASAN UNIVERSITY
TIRUCHIRAPPALLI - 620 024

M.A. Public Administration
(Non-Semester Pattern)
(Through Centre for Distance Education)

Scheme of Examinations

(For the candidates admitted from the academic year 2014-2015 onwards)

Eligibility for Admission

A candidate who is a graduate of Bharathidasan University or any recognized University or who has passed an examination accepted by the Syndicate, as equivalent thereto.

Year	Title of the Paper	Exam Hours	University Exam Marks
I	Paper I – Principles of Public Administration	3	100
	Paper II – Theories of Administration	3	100
	Paper III – Indian Administration	3	100
	Paper IV – Financial Administration	3	100
	Paper V – Personnel Administration	3	100
II	Paper VI – Public Policy Analysis	3	100
	Paper VII – Human Resource Management	3	100
	Paper VIII – Rural Administration	3	100
	Paper IX – Issues in Public Administration	3	100
	Paper X – Environmental Administration	3	100
	TOTAL MARKS		1000

PAPER I - PRINCIPLES OF PUBLIC ADMINISTRATION

Unit I - Introduction

Meaning, Nature, scope and Significance of Public Administration – Evolution of Public Administration – Public and Private Administration – New Public Administration.

Unit II – Concepts - I

Organization – hierarchy – span control – unity of command – Span of Control – Authority and Responsibility.

Unit III – Concepts - II

Co-ordination – Centralization and Decentralization – Delegation – Supervision – Line and Staff – Chief Executive .

Unit IV - Organization

Organization: Theories - Systems, contingency; Structure and forms – Ministries and Departments, Corporations, Companies, Boards and Commissions – Ad hoc and advisory bodies – Headquarters and Field relationships – Regulatory Authorities – Public – Private Partnerships.

Unit V

Accountability and Control: Concepts of Accountability and Control; Legislative, Executive and Judicial control over administration – Civil Society – Citizen's Charters – Right to Information Social Audit..

Text books

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

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.

Rana G.S., Introduction to Public Administration, Atlantic Publications (DL 2540)

Robert B. Denhardt and Janet V. Denhardt, Public Administration, Pacific Publications (DL 2546)

Sharma, P.D and B.M. Sharma, Indian Administration, Retrospect & Prospect, Pacific Publications (DL 2547)

Goel S.L. Advanced Public Administration, Deep & Deep Publications (2594)

Goel Aruna and S.L. Goel, Education Administration Management – an Interrogated Approach, Deep & Deep Publications, (DL 2598)

Leonard D. White, Public Administration, Sujeet Publications, (DL 2601)

Azaz S.M. and P.S. Brichif, Objective Public Administration, Brichit Publications (2604)

Goel S.L., Public Administration Theory & Practice, Deep & Deep Publications (2606)

Singh.M, Public Administration Quest for Identity, Navyu Books, (2608)

Bakshi S.R. Public Administration Problems and Solutions, Vishal International Publications, (2609)

Vishnoo Bhagwan and Vidya Bhushan, Public Administration, New Delhi, S.Chand & Company Ltd, 2005.,

PAPER II - Theories of Administration

UNIT-I Introduction

Concept of Administration – Wilson’s Vision of Public Administration – Evolution of the Discipline and its present status – New Public Administration.

UNIT-II - Scientific Management

Scientific Management and Scientific Management Movement – Classical Theory: Fayal, Luther Gullick and Lyndall Urwick

UNIT-III – Bureaucratic Theory

Bureaucratic Theory – Weber’s Model of Bureaucracy – its critique and post – weberian developments.

UNIT-IV Human Relation Theory

Human Relations School (Elton Mayo and others); Functions of the Executive (C.I. Barnard); Simon’s Decision – Making Theory; Participative Management (R. Likert, C. Argyris, D.Mc. Gregor).

UNIT - V Administrative Behaviour

Administrative Behaviour : Process and techniques of decision – making, Communication; Morale; Motivation Theories – Content, Process and Contemporary; Theories of Leadership: Traditional and Modern.

References:

- 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.
M. Balu, 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
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.

Rana G.S., Introduction to Public Administration, Atlantic Publications (DL 2540)

Robert B. Denhardt and Janet V. Denhardt, Public Administration, Pacific Publications (DL 2546)

Sharma, P.D and B.M. Sharma, Indian Administration, Retrospect & Prospect, Pacific Publications (DL 2547)

Goel S.L. Advanced Public Administration, Deep & Deep Publications (2594)

Goel Aruna and S.L. Goel, Education Administration Management – an Interrogated Approach, Deep & Deep Publications, (DL 2598)

Leonard D. White, Public Administration, Sujeet Publications, (DL 2601)

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Singh.M, Public Administration Quest for Identity, Navyu Books, (2608)

Bakshi S.R. Public Administration Problems and Solutions, Vishal International Publications, (2609)

Vishnoo Bhagwan and Vidya Bhushan, Public Administration, New Delhi, S.Chand & Company Ltd, 2005.,

PAPER III - INDIAN ADMINISTRATION

Unit – I Introduction

Kautilya's Arthashastra; Mughal Administration – Legacy of British rule in Politics and Administration – Indianization of Public Services – Revenue Administration – District Administration – Local self –government.

Unit – II Constitutional Framework

Philosophical aspects of Indian Constitution – Salient Features of Indian Constitution – Constitutional Context of Indian Administration – Bureaucracy and Democracy – Bureaucracy and Development.

Unit - III Union Government

Executive – Parliament – Judiciary – Structure, functions and work process – Recent trends.

Unit - IV Ministries and Departments

Prime Minister's Office (PMO) – Central Secretariat – Cabinet Secretariat – Ministries and Departments – Boards – Commissions – Attached offices – Field organizations.

Unit - V – State and Local Governments

Executive – State Legislature – Judiciary – Council of States – Centre – State relations – Chief Secretary – State Secretariat – Directorates – Local Governments.

References:

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.SUpadhyaya (ed.) Electoral Reforms in India, Concept Publishers, New Delhi 2005

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

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

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

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

Rana G.S. Introduction to Public Administration, Atlantic Publications (DL 2540)

Robert B. Denhardt and Janet V. Denhardt, Public Administration, Pacific Publications (DL 2546)

Sharma, P.D. and B.M. Sharma, Indian Administration, Retrospect & Prospect, Pacific Publications (DL 2547)

Goel S.L. Advanced Public Administration, Deep & Deep Publications (2594)

Goel Aruna and S.L. Goel, Education Administration Management – an Interrogated Approach, Deep & Deep Publications, (DL 2598)

Leonard D. White, Public Administration, Sujeet Publications, (DL 2601)

Azaz S.M. and P.S. Brichif, Objective Public Administration, Brichif Publications (2604)

PAPER IV - FINANCIAL ADMINISTRATION

Unit I

Meaning, Nature and Scope of Public Financial Administration – Evolution of Public Financial Administration – Public Financial Administration in U.K. , U.S.A. and India

Unit II

Agencies involved in Financial Administration – Treasury in U.K. – Bureau of Budget in U.S.A – Finance Ministry in India.

Unit III

Types of Budget- Performance Budget – Programming, Planning and Budgeting – Principles of Budgeting – Budgetary Process in India – Preparation, Enactment

Unit IV

Control over Financial Administration – Accounting and Auditing – The Comptroller and Auditor General of India – separation of Accounts from Audit – Tax Administration in India.

Unit V

Financial Committees: Public Accounts Committee, Estimates Committee, Committee as Public undertakings – Reforms in Financial Administration.

Reference Books:

P.S. Gupta Budget System – Procedure and Forms, Delhi: Ranjit Printers and Publishers, 1967

R.N. Bhargava, Indian Public Finance, Bombay, Orient Longmans, 1970

United Nations, Government Budgeting and Economic Planning in Developing Countries, New York: United Nations, 1976

A.R. Tyagi, Public Administration, New Delhi, Atmaram and Sons, 1992

S.L. Goel, Financial Administration and Management, New Delhi, Sterling Publishers Private Limited 1995

M.J.K. Thavaraj, Financial Administration in India, New Delhi, Sultan Chand, 1998

Avasthi & Maheswari, Public Administration, Agra: Lakshmi Narain Agarwal, 1999

PAPER V - PERSONNEL ADMINISTRATION

Unit I

Meaning and Nature and scope of Personnel Administration – Bureaucracy – Types of Bureaucracy – Weber; an model of Bureaucracy - Merits and Maladies of Bureaucracy.

Unit II

Recruitment: Significance, Types and Problems – Selection Methods and Reservation system in Public Services – Promotion: Significance, Seniority, Merit-cum-Seniority methods – Training: Significance, Types, Objectives Training in India.

Unit III

Rank and Position Classification – Generalists Vs Specialists – conduct rules, Disciplinary actions – Salary and Retirement Benefits.

Unit IV

Employee Rights – Right to Association. Right to strike – Machinery for Negotiations – Integrity in Public Services – Corruption

Unit V

Integrity Problems – Modes of Corruption – Legal Frame Work – CVC – Neutrality and Anonymity.

References:

1. Felix Negro, Public Personnel Administration, New York: Macmillan 1980
2. S.O. Glenn and Stahl: Public Personnel Administration, New York: Harper & Brothers (ed.) 1986
3. George T. Milkavich and John W. Boundreau, Personnel/Human Resource Management, New Delhi 2000
4. Tripathi, Personnel Management and Industrial Relations, New Delhi: Sultan Chand & Sons., 2001
5. S.L. Goel Personnel Management, Mittal Publications.

PAPER VI - PUBLIC POLICY ANALYSIS

Unit I

Meaning, Nature, Scope and Significance of Public Policy Analysis – Evolution of Public Policy as a Discipline – Various approaches to Public Policy Analysis

Unit II

Policy Formulation in India: Role of Parliament and Legislatures, Role of Political Parties, Bureaucracy, Mass Media, Pressure Groups and NGO's in Policy Formulation.

Unit III

Public Policy Process in India – Tools, Instruments and limits of Policy Analysis – Methods and Strategies for Policy evaluation and implementation.

Unit IV

Factors influencing Public Policy making: Political Culture – Socio-economic conditions and Natural Resources - Policy making in different types of political system .

Unit V

New Economic Policy – Reservation Policy – New Education Policy – Agricultural Policy – IT Policy – Agencies for Policy evaluation.

References:

1. R.K. Saprú, Public Policy: Art and Craft of Policy Analysis 2nd Edition (Paperback) PHI Learning Pvt. Ltd - New Delhi, 2011.
2. Kuldeep Mathur, Public Policy and Politics in India – How Institutions Matter (Hardcover) Oxford University Press, 2012.
3. Naier Raymond, A & Gorgaw Kenneth J. The Study of Policy – Formation, New York: The Tree Press 1968..
4. Gorge M. Guess and Paul G. Farnham, Cases in Public Policy Analysis, Georgetown University Press, Georgetown, 2000
5. Vivek Agnihotri, Public Policy Analysis, Concept Publishing, New Delhi 2004
6. William N. Dunn, Public Policy Analysis: An Introduction, London, Prentice Hall, 2006

7. Thomas, R. Dye, Understanding Public Policy, New York: Prentice Hall
inc, 1972
8. Charles, E. Lindholm, The Policy Making Process, New Jersey, Englewood,
1968
9. Harold J. Lasswell, Policy Sciences, International Encyclopedia of Social
Sciences, Vol. 12, New York 1968.

PAPER VII - HUMAN RESOURCE MANAGEMENT

Unit I – Introduction

Meaning, Nature and Evolution of Human Resource Management – Human Resource Department – Structure and Functions.

Unit II Human Resource Planning

Human Resource Planning: Meaning, Objective, Components and Process – Human Resource Planning in India.

Unit III – Recruitment

Recruitment: Meaning, Types, Process and Problems – Training – Promotion – Rank and Position Classification.

Unit IV – Motivation

Motivation Theories – Discipline – Performance Appraisal – Group and Team : Nature, Types and Conflicts – Leadership: Theories, Types and Qualities – Communication.

Unit V - Grievance Redressal Mechanism

Employer – Employee Relations – Right to Protest – Grievance Redressal Mechanism – Stress and Counseling – Code of Conduct – Administrative Ethics.

References

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

R. Basu, Personnel Administration in United Nations, Sterling Publishers, New Delhi, 1989

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

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

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

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

Rana, G.S., *Introduction to Public Administration*, Atlantic Publications (DL 2540)

Robert B., Denhardt and Janet V. Denhardt, *Public Administration*, Pacific Publications (DL 2546)

Sharma, P.D. and B.M. Sharma, *Indian Administration, Retrospect & Prospect*, Pacific Publications (DL 2547)

Goel S.L., *Advanced Public Administration*, Deep & Deep Publications (2594)

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Leonard D White, *Public Administration*, Sujeet Publications, (DL 2601)

Azaz S.M. and P.S. Brichif, *Objective Public Administration*, Brichif Publications (2604)

Goel S.L., *Public Administration Theory & Practice*, Deep & Deep Publications (2606)

Singh M, *Public Administration Quest for Identity*, Navyu Books (2608)

Bakshi, S.R., *Public Administration Problems and Solutions*, Vishal International Publications (2609)

Vishnoo Bhagwan and Vidhya Bhushan, *Public Administration*, New Delhi, S.Chand & Company Ltd, 2005

Paper VIII - RURAL ADMINISTRATION

Unit – I

Constitutional Frame work of Indian Administration – Evolution of Local Government in India – Structure of Centre and State Government

Unit-II

Local Government: Evolution, Meaning, Features and Significance. 73rd and 74th Constitution Amendment Acts.

Unit – III

District Administration: Evolution, Features and Functions. District Collector: Evolution, Appointment. functions and position.

Unit-IV

Rural Development: Institutions and agencies since independence - Rural development programmes - Decentralization and Panchayat Raj; 73rd Constitutional amendment.

Unit – V

Urban Local Bodies: Municipal Corporation, Municipal Council and Municipal Committees- their Meaning Features, Role and Significance. State Finance Commission. State Election Commission - Urban-Rural Relationship and Problems - Local Leadership.

Text Books

1. M.Singh and S. Singh, Rural Development Administration in the 21st Century, New Delhi, Deep and Deep Publishers,2006.
2. Democratic Decentralization and Planning: Essays on Panchayat Raj, District Planning and Development Administration, New Delhi, Rawat Books, 2007.
3. Ramsakal Singh, Rural development Administration, New Delhi , Anmol Publishers, 2006
4. Rajvir Singh, Rural Development Administration, New Delhi , Anmol Publishers, 2004.
5. Avasthi A. (Ed.) 1972. Municipal Administration in India; Lakshmi Narayan Aggarwal: Agra.

6. Battacharya, B., 1979. Urban Development in India; Shree Publishing House: Delhi.
7. Jackson, R.M. The Machinery of Local Government, 1967, Macmillan, London.
8. Jain, S.P. (ed.), 1995, Panchayat Raj Institutions in India: An Appraisal. Hyderabad. NIRD, 1995.
9. Puri, K.K. 1985, Local Government in India, Bharat Prakashan, Jalandhar.
10. Puri, V.K. 2010. Local Government and Administration, Modern Publishers, Jalandhar.
11. Singh Sahab and Singh Swinder 1992, Public Administration Development and Local
12. Sachdeva, Pradeep. 1993. Urban Local Government and Administration in India, Kitab Mahal, New Delhi.
13. Maheshwari, S.R Avasthi A. 1980. Central Administration: Tata Mc graw Hill: New Delhi.
14. Jain, R.B. 1980. District Administration: Indian Institute of Public Administration.

Paper IX - ISSUES IN PUBLIC ADMINISTRATION

Unit-I : Introduction

Emergence of Public Administration as a Discipline – Public Administration relations with other social science disciplines - Generalist vs. Specialist - Public Administration and Globalization.

Unit-II : Integrity in Administration

Meaning and significance of Integrity in Public Administration – Causes for its decline – Corruption – Conduct Rules – CVC – Lokpal and Lokayukta.

Unit-III : Organization and Methods

Problems of Centre-State Relations - Relationship between Political and Permanent Executives - Development and environmental issues. Impact of information Technology on Public Administration.

UNIT-IV : Administrative Reforms

Administrative Reforms in India (Since Independence) – Reforms in Financial management and Human Resource Development – Problems of Implementation - Indian Administration and Globalisation.

UNIT-V : Values in Public Services

Values in Public Service – Regulatory Commissions - NHRC – Problems in Administration in Coalition Regimes – Citizen – Administration Interface – Disaster Management.

Text Books:

1. S.W. Hays and R.C. Kearney, *Public Personal Administration: Problems and Prospects*, Prentice Hall, Englewood Cliffs, NJ, 2003.
2. S.L. Goel, *Public Personnel Administration*, Deep and Deep Publication, New Delhi 2002
3. H.A. Simon, *Administrative Behaviour: A Study of Decision-Making Process in Administration*, New York, The Free Press, 1957.
4. S.R. Maheshwari, *Administrative Thinkers*, Macmillan, New Delhi 2000

5. G.F. Grant, *Development Administration: Concepts, Goals, Methods*, Madison: University of Wisconsin Press, 1979.
6. Peter Self, *Administrative Theories and Politics*, George Allen and Unwin, London, 1977.
7. M. Bhattacharya, *New Horizons of Public Administration*, New Delhi, Jawahar Publishers and Distributors, 2001
8. Rice Mikhel, *Diversity and Public Administration, : Theory, Issues and Perspectives*, New Delhi, Prentice Hall of India, 2004.
9. Guy Peters, Jon Pierre, *Handbook of Public Administration*, Concise Paperback Edition.
10. Ramesh Kumar Arora, Rajni Goyal, *Indian Public Administration: Institutions and Issues*, Wishwa Prakashan, New Delhi, 2005.

Paper X - ENVIRONMENTAL ADMINISTRATION

Unit I

Meaning, Nature and Scope of Environmental Administration – Evolution of Environmental Administration in India – Department of Environment..

Unit II

Environmental issues in India and Global Level: - Water, Air, Noise, Land Pollution – Tourism and Environment – Effects of Environmental Pollution.

Unit III

Environment Policies – Before and after Independence in India – Effects of Environmental Policies – Evaluation of Environmental Policies.

Unit IV

Constitutional aspects of Environmental Laws – Statutory control of Environmental Pollution – Pollution Control Boards.

Unit V

Environmental Protection Movements in India – Role of Judiciary in Environmental Protection – Public Interest Litigation and Environmental Protection – Issues and Strategies for Environmental Administration.

References:

1. Susan J. Buck, Understanding Environmental Administration and Law, 3rd Edition, Island Press 2006.
2. Rajashekhara C.V., (Charan Vidya Environmental Administration and Pollution Control, Discovery Publishing House Pvt., Limited, 1992
3. Thakur, Kailash, Environmental Protection – Law and Policy in India, New Delhi: Deep and Deep, 1999
4. Pandey, G.N., Environmental Management, New Delhi: Vikas Publishing House, 1997.
