

**M.A. PUBLIC ADMINISTRATION
SEMESTER – II**

COURSE – I: ADMINISTRATIVE THEORY – II

Unit – I: Organizational Theories

- i) Structural – Functional Frame
- ii) Organizational Psychology
- iii) Technology and Organizations

Unit – II: Organizations and Bureaucracy

- i) Modern theories of Bureaucracy – Martin Albrow
- ii) Organizations and Bureaucracy – Nicholas P. Mouzalas
- iii) Science of Public Administration – Robert Dhal

Unit – III: New Theoretical Approaches

- i) Systems theory and Ecological perspective – F.W. Riggs
- ii) Time Dimension theory – Hahn Been-lee
- iii) Two Factory theory – Hergberg

Unit – IV: Comparative Development Administration

- i) Integrating the individual and organization - Chris Argaris
- ii) New Public Administration - Minnow Brook Perspective
- iii) Post-modernism public administration

Unit – V: Emerging Theoretical Perspectives

- i) Public Policy Approach – Yezekal Dror
- ii) Public Choice School – Wincent Ostrom (New Public Management)
- iii) Critical Theory of Administration – Willian.N.Dunn & Bahamn

Suggested Readings:

1. Martin Albrow, Bureaucracy, Mac Millan Press, London, 1980.
2. Nicholas Mouzelis,P., Organisations and Bureaucracy, An Analysis of Modern Theories, RKP, London, 1980.
3. Peter Self, Administrative Theories and Politics, George Allen & Unvin, Pvt. Ltd., 1972.
4. Michel-j-Hill, The Sociology of Pub. Admn. World Univ. Press, London, 1972.
5. F.W. Riggs, Ecology of Pub. Admn. for IIPA, Asia Publishing , N. Delhi, 1967.
6. Frank Marive (Ed)Towards New Public Administration, Screantion & Chandher, New York, 1971.
7. R.K. Sapru, Public Policy, Sterling Publishers, New Delhi, 1994.
8. Hahu-Been-Lee, From Ecology to Time: A time orientation Approach to Public Administration, IRAS, vol.33.No.2, 1967.
9. Mohit Bhattacharya Restructuring Public Administration Jawahar Publishers, New Delhi, 1997.
10. William,N.Dunn & Bahaman Fazouni, Towards a critical theory of Public Administration, Sage publication India Ltd., New Delhi, 1976.
11. Charles.J.Fax Hugh. T. Miller, Post Modern Public Administration, Towards A discourse, Sage Publications India Ltd., New Delhi, 1996.

COURSE – II: HUMAN RESOURCE MANAGEMENT

Unit – I: Introduction to Human Resource Management

- i) Meaning, Nature and Importance of HRM
- ii) Evolution of HRM, Differences between Personnel Management & HRM
- iii) HR Policy and Environment in India

Unit – II: Acquiring of Human Resources

- i) Human Resource Planning – Concepts, Objectives, Importance and Process
- ii) Recruitment & Selection – Concept, Meaning and Importance, Process and Sources
- iii) Placement and Induction

Unit-III: Performance Appraisal

- i) Concept of Performance appraisal
- ii) Objectives and importance of performance appraisal
- iii) Process and methods of performance appraisal

Unit – IV: Compensation Administration

- i) Compensation Administration, Concept, Meaning and Importance factors influencing the compensation
- ii) Policies and Plans of Central Pay Commission regarding – Wage, Salary, Allowances, Fringe benefits and Incentives
- iii) Motivation and Morale – Discipline and Disciplinary procedures related to employees

Unit – V: Human Resource Development

- i) HRD – Concept, Scope & Importance
- ii) Learning Theories – Individual and Group, Self-directed learning & Behaviour modeling
- iii) Training – on-the-job & off-the-job training, Simulation, Vestible training

Suggested Readings:

1. C.S. Venkata Raman & B.K. Srivastava, Personnel Management and Human Resource Management, Tata Machgrw Hill Publishing Co. Ltd. New Delhi, 1991.
2. David.A. Decenzo & Steplhen.P. Robbins, Personnel and Human Resource Management, Printice Hall India, New Delhi, 1997.
3. Arun Monappa, Human Resource Management
4. PP Arya and BB Tandon, Human Resource Development Deep & Deep, New Delhi, 1995.
5. Fisher, Shah and Shocnfildt, HRM All India Publishers, Chennai, 1999.
6. N.K. Singh, HRM, Excel Books, New Delhi, 1999
7. Lallan Prasad & AM Banarjee, Management of Human Resource Starling Publishers, New Delhi, 1994.

COURSE – III: ORGANIZATIONAL BEHAVIOUR

Unit – I: Introduction

- i) Organizational Behaviour – Concept, Scope and Importance
- ii) Evolution and Foundations of Organizational Behaviour
- iii) Models of Organizational Behaviour – Cognitive, Reinforcement and psycho analytical models

Unit – II: Aspects of Individual Behaviour

- i) Importance of individual behavior
- ii) Foundations of individual behavior; personality, perception, values, attitudes
- iii) Frustration and Alienation – Defense Mechanisms

Unit – III : Aspects of Group Behaviour

- i) Importance of group behavior
- ii) Nature of groups, Reasons for Group Formation, Groups in Decision making
- iii) Concept of team building and team creations

Unit – IV: Leadership and Supervisory Behaviour

- i) Leadership and its importance and approaches of leadership theories, Leadership styles and Leadership development
- ii) Theories of Motivation – Maslow, Herzberg, Mac Gregor, Alderfer
- iii) Communication – Importance of communication and types of communication, barriers of communication

Unit – V: Organizational Change & Development

- i) Concept of Organizational Changes – Factors responsible, resistance to change and overcoming
- ii) Organizational conflict – Reasons for conflict, Conflict resolution methods
- iii) Organizational Development Training – Sensitivity Training and Rational training, Job enrichment as development intervention

Suggested Readings:

1. Fred Luthans, Organizational Behaviour
2. John B. Minor, Organizational Behaviour
3. Robbins.P., Organizational Behaviour
4. Megginson, Organizational Behaviour
5. Williams & Huber, Organizational Behaviour
6. Benarjee.M., Organizational Behaviour
7. Udai Pareek, Organizational Behaviour Process
8. R.D. Pathak, Organizational Behaviour in changing Environment
9. Peter.F. Frue, Managing in Turbulent Time
10. Lorsch, J.W., (Ed.), Hand Book of Organizational Behaviour
11. LM Prasad, Organization Behaviour, Sulston Chand & Sons, New Delhi, 2009

COURSE – IV: GLOBAL ORGANIZATIONS & DEVELOPMENT

Unit – I: Introduction

- i) Development Theories – Meaning & Approaches to Development
- ii) Concept of Liberalization Privations and Globalization
- iii) Globalization as a strategy of Development

Unit – II: Global Economic Organizations

- i) World Bank
- ii) Multi-National Corporations
- iii) World Trade Organizations

Unit – III: Global Political Organizations

- i) Indian Labour Organization
- ii) South Asian Association for Regional Cooperation (SAARC)
- iii) Brazil, Russia, China, India and South Africa (BRICS)

Unit – IV: Development Institutions

- i) Development Models (ala Brara) – Basic Needs Model – Agrarian Reforms –
- ii) Development Policies and Programmes – World Employment Programme, World Food Programme
- iii) NGOs and implementation of development programme

Unit – V: Case Studies

- i) Poverty Alleviation Initiatives
- ii) Agricultural and Industrial Sector Reforms
- iii) Reforms in Banking and Insurance sector

Suggested Readings:

1. Noam Chamsky, Profit Over People; Neo Liberalism and Global order, Madhyam Books, New Delhi, 1999.
2. New Economic Policy of India, Restructuring and Liberalising the Economy for 21st Century, (Ed) Ajith Kumar Sinha, Deep & Deep Publications, N. Delhi, 1994.
3. Ch. Bala Ramulu, International Organizations & Rural Employment Programmes in India, Om Publications, Faridabad, 1999
4. Robert Chambers, Rural Development; Putting the last, Longman, London, 1983.
5. John, Harris, Rural Development: Theories of Peasant Economy and Agrarain Change, Hatchinson & Co., London, 1982.
6. J.S. Brara, Political Economy of Rural Development, Alternative Strategies for poverty Alleviation, Allied publishers, New Delhi, 1986.
7. Bharath Dogra, Poverty Development & Poverty, India, 1947-84, Delhi, 1984.
8. A.K. Bagchi, The Political Economy of Under Development Cambridge Univ. Prees, 1992.

COURSE – V: RESEARCH METHODOLOGY IN SOCIAL SCIENCES

Unit – I: Introduction

- i) Nature and importance of Social Science research
- ii) Problem of objectivity in Social Science Research
- iii) Tradition and Scientific Methods of Social Science Research

Unit – II: Research Design

- i) Selection of a Research topic or problem
- ii) Hypothesis – Meaning, importance and sources of hypothesis
- iii) Preparation of research design

Unit – III: Tools of Data Collection

- i) Questionnaire and Interview
- ii) Observation and Participation
- iii) Observation tools

Unit – IV: Statistical methods

- i) Sampling methods
- ii) Scales of measurement
- iii) Processing of data – coding and tabulation

Unit – V: Data Analysis and Report Writing

- i) Methods data analysis use of computer programming
- ii) Principles of report writing and various methods
- iii) Accessories of report writing – Footnotes – References – Bibliography – Indexing
- iv) Social Sciences Research in India: Problems and Challenges.

Suggested Readings:

1. Wilkinson and Bhandekar, Methodology and Techniques of Social Research, Himalya Publishing House, New Delhi, 1980.
2. BAV Sharma, D. Ravindera Prasad & P. Sathyanarayana, Research Methods in Social Sciences, Sterling Publications, New Delhi, 1985.
3. Krishna Swamy. O.R., Methodology of Research in Social Sciences, Himalaya Publications, New Delhi, 1993.
4. Kothari.C.R., Research Methodology, Wiley Eastern Limited, New Delhi, 1994.
5. Rao.K.V. Research Methodology in Commerce & Management, Sterling Publications, New Delhi, 1993.
6. Glosch.B.N. Scientific Method and Social Research, Sterling Publishers, New Delhi, 1993.
7. Hans Raj, Theory and Practice in Social Research, Subject Publications, New Delhi, 1992.