

S.D.L.C.E. Syllabus  
M.A. Public Administration (Previous)  
Paper – I Administrative Theory

Unit – I: Introduction

- 1) Administrative theory – Relevance and Significance
- 2) Evolution of Administrative Theory
- 3) Emerging Trends in Administrative Theory
- 4) Theory of State and Governance – Kautilya

Unit – II: Classical Theory

- 1) Principles of Organization – Henry Fayal
- 2) Bureaucracy – Max Weber – Karl Marx, Robert Michals
- 3) Administrative Management – Gulick and Urwick
- 4) Scientific Management – F.W. Taylor

Unit – III: Behavioral Theory

- 1) Conflict Manager – Mary Parker Follet
- 2) Human Relation Approach – Elton Mayo
- 3) Theory of Authority, Informal Organization – Chester Bernard
- 4) Decision Making – Herbert Simon

Unit – IV: Social Psychological Approach

- 1) Human Need Hierarchy – Abraham Maslow
- 2) Theory X and Theory Y – Douglas McGregor
- 3) Work Motivation – Frederic Herzberg
- 4) Integrating Formidly – Chris Argyris
- 5) Systems or Manager – Rensis Lippert

Unit – V: Emerging Theoretical Respective

- 1) Public Choice – Vincent Ostrom.
- 2) Public Manager Approach
- 3) Critical Theory – Jurgen Habermas
- 4) Post – Modern Public Administration
- 5) Critique of Administrative Theory

Suggested Readings:

1. D. Ravindra Prasad, V.S. Prasad and P. Sathyanarayana, Administrative Thinkers, Sterling Publishers, New Delhi, 1989.
2. Rumki Begu, Public Administration: Concepts and Theories, Sterling Publishers, New Delhi, 1994.
3. Avastha & Maheshwari, Public Administration, Laxmi Narayan Agarwal Publishers, Agra, 1993.
4. Nicholas Henry, Public Administration & Public Affairs, Printic Hall India, New Delhi, 1998.
5. S.R. Maheshwari, An Introduction to theory of Public Administration, Sterling Publishers, New Delhi, 1998
6. Nicholas Mouzelis, P., Organisations and Bureaucracy, An Analysis of Modern Theories, RKP, London, 1980.
7. Peter Self, Administrative Theories and Politics, George Allen & Unwin, Pvt. Ltd., 1972.
8. F.W. Riggs, Ecology of Pub. Admn. for IIPA, Asia Publishing, N. Delhi, 1967.
9. Hah-Been-Lee, From Ecology to Time: A time orientation Approach to Public Administration, IRAS, vol.33. No.2, 1967.
10. Mohit Bhattacharya Restructuring Public Administration Jawahar Publishers, New Delhi, 1997.
11. William, N. Dunn & Bahaman Fazouni, Towards a critical theory of Public Administration, Sage publication India Ltd., New Delhi, 1976.
12. Charles J. Fax Hugh. T. Miller, Post Modern Public Administration, Towards A discourse, Sage Publications India Ltd., New Delhi, 1996.

## Paper –II Management Science & Techniques

### Unit – I: Introduction

- 1) Meaning and importance of Management
- 2) Managerial Skills and Performance
- 3) Schools of Management Thought – Classical – Behavioural Management Science approach, systems and contingency approaches.

### Unit – II: Functions of Management

- 1) Planning
- 2) Leadership
- 3) Controlling & Supervision
- 4) Communication
- 5) Co-Ordination

### Unit – III: Methods of Management Improvement

- 1) Organization & Methods (O&M)
- 2) Work Study – Work Measurement – work simplification
- 3) Management by Objectives (MBO)
- 4) Management by Exception (MBE)

### Unit – IV: Management Systems.

- 1) Management Information Systems (MIS)
- 2) Systems Analysis
- 3) Corporate Management
- 4) Managerial Ethics

### Unit – V: Management Techniques

- 1) Net Work Analysis
- 2) CPM- PERT & Time Management
- 3) Operational Research
- 4) Cost – Benefit Analysis (CBA)
- 5) Quality Circles

### Suggested Readings:

1. J.S. Chandan, Management Theory and practice, Vikas, Publishers, New Delhi, 1994.
2. VSP Rao, P.S. Narayan, Management Concepts and Thoughts, Konark Publishers, New Delhi, 1989.
3. L.M. Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi, 1989.
4. Satysaran Chatterjee, An Introduction to Management its Principles and techniques, World Press Calcutta, 1993.
5. B.S.Mathur, Principles of Management, National Publishing House, N.Delhi,1987
6. Bhaskar Chatterjee, Human Resource Management, A contemporary text, sterling publishers, New Delhi, 1995.
7. Peter. F. Drucker, Managing for the future, Tata Mc.Graw Hill Company Ltd., New Delhi, 1992.
8. P.N.Rastogi, Building a Learning organization, Wheeler Publishing, N. Delhi, 1998
9. Mohinder Kumar, Managerializm and Working Class in India, Sterling publishers, New Delhi, 1992
10. Mustafi, C. K, Operations Research – Methods and Practice, New Age International Limited, 1995.
11. Peter. F. Drucker, Management – Tasks, Responsibilities, Practices, Allied Publishers, 1991.
12. Vohra, N. D, Quantitative Techniques in Management, N. D. Vohra, Tata Mc Graw Hill, 1990.

## Paper – III: Political Theory and Public Policy

### Unit – I: Introduction

- 1) Politics Definition, Meaning and Scope
- 2) Classical Political Theory Meaning importance and Relevance
- 3) Contemporary Political Theory – Its relations with Public Administration
- 4) Theories of State and Governance Liberal and Marxist

### Unit – II: Key Concepts

- 1) Law – Sources of Law – Positivist and critical theories of Law
- 2) Liberty – Positive and Negative approaches
- 3) Equality – meaning Types of Equality
- 4) Property – meaning – Social implications

### Unit – III: Elements of Political Theory

- 1) Power – Authority – Legitimacy and Influence
- 2) Justice – Meaning and Dimensions Approaches from Utilitarianism to John Rawls
- 3) Rights – Meaning and Importance – Types of Rights – Citizenship and Rights, Concept of Empowerment
- 4) Democracy – Meaning – Liberal and Marxist views on Modern Democracy
- 5) Ideology – Meaning – origin – its impact on politics – End of Ideology
- 6) Constitutionalism – Meaning and relevance to Modern Governance

### Unit – IV: Public Policy

- 1) Definition, Meaning, Nature and Scope of Public Policy
- 2) Social Environment of Public Policy
- 3) Concept of Policy Sciences, Implications and Consequences
- 4) Public Administration as Policy Science
- 5) Public Policy Approaches: Instrumentalism – System Analysis – Elite Theory – Group Theory
- 6) Policy Process: Policy formulation – Policy Implementation – Policy Evaluation – Limitations of Policy Analysis

### Unit – V: Select Policy Studies

- 1) New Economic Policy
- 2) Environmental Policy
- 3) Reservation Policy

### Suggested Readings:

1. J.C. Johari, Contemporary Political Theory, sterling publishers Pvt. Ltd., New Delhi, 1991
2. S.P. Varma, Modern Political Theory, Vikas Publishing House, Pvt. Ltd., New Delhi, 1992
3. O.P. Gauba, An Introduction to Political Theory, Macmillan India Ltd., New Delhi, 1992
4. M.P. Jain, Political Theory Liberal and Marxian, Authors Guild Publications, Delhi, 1981
5. Amal Ray & Mohit Bhattacharya, Political Theory, Ideas and Institutions, World Press, Calcutta, 1989
6. Manoranjan Mohanthy, Contemporary Indian Political Theory, Sams Kriti publishers, New Delhi, 1999
7. Thomas.R.Dye, Understanding Public Policy, Printice Hall Inc. New York, 1972.
8. Yazekal Dror, ventured in Policy Sciences: Concept and Applications, America Elsevier publishing company, New York, 1972.
9. Charles.E. Lind Bolm, The Policy making process, Englewood cliffs, New Jercey, 1968.
10. Harlod. J. Lasswell, Policy Sciences, International Encyclopedia of social sciences, Vol.12, New York, 1968.
11. R.K. Sapru, Public Policy. Formation, Implementation and Evaluation, sterling publishers, New Delhi, 1994.
12. GOI, Policy Making in Government, Publication Division, GOI, New Delhi 1983.
13. BAV Sharma, (Ed) Reservation Policy in India, Light and Life Publishers, New Delhi, 1982.

## *Paper – IV: Comparative and Development Administration*

### Unit – I: Introduction

1) Nature – Evolution – Scope and Importance of Comparative Public Administration

2) Perspectives of the study – Historical and Contemporary Approaches (Bureaucratic, General systems, Development and Decision Making)

3) Fred. W. Riggs – Ecology of Public Administration and Study of prismatic Societies

4) Ferral Heady – Study of Administrative Systems – A Comparative Perspective

(Units II & III shall focus on Comparative Study of Administration Systems with special reference to UK, USA and France)

### Unit – II: Structure of Government

1) Constitutional Frame Work – Unitary and federal features – Legislature and Judiciary

2) Political Executive – Structure – Powers and Functions

3) Policy process – Political parties and pressure groups

4) Bureaucracy – Structure of Civil Service – Personnel Practices

### Unit – III: Local Governments

1) Organizational structure and performance

2) Personnel practices in Local Governments

3) Finances of Local Bodies

4) Role of NGOs and Voluntary Agencies

### Unit – IV: Development Administration

1) Evolution – Nature – Scope – Importance and Relevance of Development Administration

2) Elements of Development Administration – Weidner

3) Time Orientation – Han-Been-Lee

4) Development Model – F.W. Riggs

5) Mass Mobilization – Milton J. Esman

### Unit – V: Strategies for Development Administration

1) Institution building with special reference to NGOs

2) Peoples participation

3) Bureaucracy and Development

4) Sustainable Development

5) Human Development

### Suggested Readings:

1. Ramesh, K. Arora, Comparative Public Administration.
2. Bhalerao, C. N, Political, Public Administration and Development Chapters 1 to 4, 9, 11, 13 and 26.
3. Riggs, F. W, Administration in Developing countries, Chapters 1 and 2.
4. Weldner, D. W(ed), Development Administration and Weldner "The Events of Development Administration".
5. Milton Singer: Wilan a great radiation modernisers, last chapter.
6. Das Gupta, The Hindu Ethos, Chapter IV.
7. Pai, V. A, "Pai Panandikar Developmental Administration – An Approach" in the Indian Journal of Public Administration Vol. 10, No. 1, January–March, 1964.
8. Liberberry Robert, L., Govt in America People, Politics & Policies, 1989
9. Chieu, Than Sheng, The Govt. & Politics of China, 1968
10. Henry. W., Ehamam, Politics in France, (2<sup>nd</sup> ed), 1971



## Paper – V: Research Methodology

### Unit – I: Introduction

- 1) Nature and importance of Social Science Research
- 2) Problem of objectivity in Social Science Research
- 3) Methods of Social Science Research (Philosophical – Historical – Institutional – Legal and Scientific method)

### Unit – II: Research Process

- 1) Selection of Research topic/problem
- 2) Hypothesis – Meaning and importance – Formulation of Hypothesis – Types of Hypothesis
- 3) Research Process – Major steps in the Research process

### Unit – III: Methods of Research and Data Collection

- 1) Importance of Primary and Secondary Sources of data
- 2) Survey Method and Case Study Method
- 3) Observation Method
- 4) Questionnaire Method and Interview Method

### Unit – IV: Data Presentation and Use of Statistical Methods

- 1) Sampling Methods – Scales of Measurements
- 2) Classification of data – Coding – Tabulation and Presentation
- 3) Use of Computers in Social Science Research

### Unit – V: Data Analysis and Report Writing

- 1) Data Analysis – Major Steps in Data Analysis
- 2) Report Writing – Types of Report Writing – Format of Research Report – Principles of Report Writing
- 3) Accessories of Report Writing – Foot notes – References –Bibliography – Indexing
- 4) Problems and Status of Social Sciences Research in India

### Suggested Readings:

1. Wilkinson and Bhandarkar, 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.
8. Ram Aluja, Research Methods, Ravat Publications, Jaipur, 2001.

M.A. Public Administration (Final) Year wise Scheme  
Paper – I: Human Resource Management

Unit – I: Introduction to Human Resource Management

- 1) Meaning, Importance and Evolution of HRM, Differences between Personnel Management & HRM
- 2) HR Department – Structure – Functions (Managerial and Operative)
- 3) HR Policy and Environment in India

Unit –II) Acquiring of Human Resources & Performance Appraisal

- 1) Human Resource Planning – Concepts, Objectives, Importance and Process
- 2) Recruitment & Selection – Concept, Meaning and Importance, Process and Sources – Placement and Induction
- 3) Performance Appraisal – Concept, objectives, Importance – Process, Methods and Problems

Unit – III: Compensation Administration

- 1) Compensation Administration Concept, Meaning and Importance factors influencing the compensation
- 2) Policies and Plans of Central Pay Commission regarding – Wage, Salary, Allowances, Fringe benefits and Incentives
- 3) Motivation and Morale – Discipline and Disciplinary procedures related to employees
- 4) Retirement benefits – Gratuity, Pension, PF and GSH – Voluntary Retirement Schemes

Unit – IV: Human Resource Development

- 1) HRD – Concept, Scope & Importance and Mechanisms
- 2) Instructional Strategies for HRD – Modules and Curriculum
- 3) Learning Theories – Individual and Group, Self-directed learning & Behaviour modeling
- 4) Training – on-the-job & off-the-job training, Simulation, Vestibule Training, Management Games and Team Development

Unit – V: Organizational Behaviour

- 1) Organizational Behaviour – Concept, Importance and Scope
- 2) Models of Organizational Behaviour – Cognitive, reinforcement and psychoanalytic models
- 3) Aspects of groups Behaviour – Nature of groups, reasons for group formation, models of small group behaviour
- 4) Organizational change – Concept, factors responsible for change, resistance to change overcoming change, organizational conflict

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.

## Paper – II: Welfare Administration

### Unit – I: Conceptual Aspects

- 1) Concept of Welfare State
- 2) Concept of Social Welfare Administration
- 3) Social Legislations in India
- 4) Concept of Social Security

### Unit – II: Machinery for Social Welfare

- 1) Constitutional measures and protective discrimination policy related to Welfare of SCs, STs and OBCs
- 2) Institutions of Social Welfare, National Commission for Women, SC, ST Commission, BC Commission, Human Rights Commission, Minority Commission
- 3) Organization and Patterns of Social Welfare Administration at Central – State and Districts levels
- 4) NGO's and Social Welfare

### Unit – III: Welfare of SCs

- 1) Socio-Economic status of SC's
- 2) Reservation: Political – Education and Employment – Impact – Implications
- 3) SC Development Programmes and the Role of SC Corporation
- 4) Atrocities on SC's and Dalith movements

### Unit – IV: Tribal Development Administration

- 1) Tribal Demography of India
- 2) Resources in Tribal Areas – Land, Forest and Water Land Alienations in Tribal Areas
- 3) Institution for Restoration of Tribal Lands and Resources & Tribal Development Policy & Programmes
- 4) Tribal Unrest – Tribal Movements in India

### Unit – V: Women Development – Administration

- 1) Theories of Women's Subordination – Biological, Functional and Cultural, Feminist theories of women emancipation, structures of patriarchy and Basic Gender issues
- 2) Status of Women in Family, Gender discrimination at birth, brought up and education, marriage, women's reproductive function and unpaid Labour
- 3) Women's Participation in Economy, division of Labour, wages, role perception sexual harassment
- 4) Political and Constitutional status of women policy and programmes related to Women Development

### Suggested Readings:

1. S.L. Goel & R.K. Jain, Social Welfare Administration: Theory and Practice Deep & Deep Publications, New Delhi, 1988
2. Jagan Shankar, Social Problems and Welfare in India, Ashish Publishing House, New Delhi, 1992
3. B.C. Muthaya, Child Welfare, NICD, Hyd, 1972
4. Bell Winfred, Contemporary Social Welfare, Mac Millon Publishing Company, New York, 1983
5. Pathack Shankar, Social Welfare: An evolutionary and Development Perspective Mac Millon Company, New Delhi, 1981
6. N.N. Dube, Administration of Social Welfare Performance in India, Somai Publications, 1973
7. Dr. P. Narasimha Rao, Rehabilitation Programmes for Bonded Labour, Khama Publishers, New Delhi, 1994
8. Dr. V. V. Kanna, Law and Child Labour in India, Anmol Publications, New Delhi, 2002

### Paper – III: Financial Administration

#### Unit – I: Introduction

- 1) Nature, Scope and Importance of Financial Administration
- 2) Canons and Theories of Taxation
- 3) Principles of Maximum Social Advantage
- 4) Fiscal Policy, Deficit Financing

#### Unit – II: Budgeting, Accounting and Auditing in Government

- 1) Budget systems – Line item Budgeting
- 2) Performance Budgeting – PPBS – Zero based Budgeting
- 3) Preparation, Passage and Execution of Budget in India
- 4) Nature of Accounting and Auditing – Comptroller & Auditor General of India (C&AG)
- 5) Treasury System in India

#### Unit – III: Union – State Financial Relations

- 1) Constitutional frame work
- 2) Distribution of Financial Resources between Union and States role of Planning Commission
- 3) Reserve Bank of India – Organization and Functioning
- 4) Financial Commissions in India – Recommendations

#### Unit – IV: Control over Public Finances

- 1) Organization and Functioning of Finance Ministry
- 2) Delegation of Fiscal Powers & Financial Advisors
- 3) Prevention of Economic Crimes and Role of Judicial Control
- 4) Parliamentary Control over Public Finances in India role of Parliamentary Committees (Estimates Committee, Public Accounts Committee)

#### Unit – V: Financial Administration – Global Perspectives

- 1) Public Debt Management in Developing Countries
- 2) Impact of World Bank on Indian Economy
- 3) Globalization and its Impact on Indian Financial Administration
- 4) Disinvestment Policy and Public Enterprises

#### Suggested Readings:

1. M.J.K.Thavaraj, Financial Administration in India, Sultan Chand & Company, New Delhi, 1978
2. ARC Report on a) Finance Accounts and Audit                      b) Finance Administration  
c) Centre-State Relations
3. BL. Mathur, Financial Management, Arihant Publishing House, Jaipur, 1994
4. Vasant Desai, The Indian Financial System, Himalaya Publishing House, New Delhi, 1996
5. G.S. Lal, Financial Administration in India, H.P.J. Kapoor, New Delhi, 1969
6. P.K. Wattal, Parliamentary Financial Control in India, Minerva, Bombay, 1979
7. S.C. Kuchhal, Financial Management, Chaitanya Publishing House, Allahabad, 1993
8. M.Y. Khan & P.K. Jain, Financial Management, Tata Mc Graw Hill, New Delhi, 1998