

சென்னைப் பல்கலைக்கழகம்
தொலைதரக் கல்வி நிறுவனம்



M.A. Degree Course in
PUBLIC ADMINISTRATION
பொது நிர்வாகம்

Syllabus for Core Subjects

Non-Semester

(Effective from the Academic Year 2005 - 2006)

UNIVERSITY OF MADRAS
INSTITUTE OF DISTANCE EDUCATION
CHENNAI - 600 005

M.A. PUBLIC ADMINISTRATION

SCHEME OF EXAMINATIONS

FIRST YEAR

Paper	Subjects	Duration hours	Max. Marks
I	Administrative Theory	3	100
II	Administrative Thinkers	3	100
III	Principles of Management	3	100
IV	Development Administration	3	100
V	Administrative Law	3	100

SECOND YEAR

VI	Human Resource Management	3	100
VII	Public Financial Administration	3	100
VIII	Indian Administration	3	100
IX	Human Rights Administration in India	3	100
X	Public Policy Analysis	3	100

INSTITUTE OF DISTANCE EDUCATION

M.A. DEGREE COURSE IN PUBLIC ADMINISTRATION

SYLLABUS

FIRST YEAR

PAPER I - ADMINISTRATIVE THEORY

Unit I : INTRODUCTION

Meaning, Nature, Scope and Significance of Public Administration - Evolution of Public Administration - Public Administration Versus Private Administration - Methodology of Public Administration and Its Relation with other disciplines - Public Administration is an Art or Science - Approaches to the study of Public Administration.

Unit II : PRINCIPLES OF ORGANIZATION

Meaning, Nature, Scope and Significance of Organization- Classical, Neo-Classical and Modern Theories of Organization - Types of Organization - Structure and forms of Organization - Organisational Goals - Principles of Organisation - Hierarchy - Span of Control - Unity of Command - Delegation of Powers - Centralization - Decentralization - Vertical and Horizontal Communication - Head Quarter - Field relationships.

Unit III : STRUCTURE OF ADMINISTRATION

The Chief Executive - Types of Chief Executives - Line, Staff and Auxiliary Agencies - Departmental Organizations - Public Corporations - Independent Regulatory Commissions - Boards - Minister - Secretary Relationship.

Unit IV ADMINISTRATIVE CONTROL MECHANISM

Significance of system of Responsibility - Forms of Administrative Control - External and Internal Control - Citizen and State Responsibility - Redressal of Grievances - Lok Pal - Lok Ayukta - Civil Service Reforms

Unit V : ORGANIZATIONAL DEVELOPMENT AND CHANGE

Management of Organization - Organisational change and Development - Organizational Leadership and control - Organizational Behaviour : Organizational Conflict - Organisational Effectiveness - Organisation and Society.

Books Recommended for Study

1. Maheswari, Sri Ram., (1998) *Administrative Theory : An Introduction*, New Delhi: Mac Millan India Ltd.,
2. Jena, Saroj Kumar (2001) *Fundamentals of Public Administration*, New Delhi : Anmol Publications (P) Ltd.,
3. Bhattacharya Mohit., (2002) *New Horizons of Public Administration*, New Delhi : Jawahar Publications.
4. Singh, Amit,(2002) *Public Administration; Roots and Wings*, New Delhi : Galgatia Publishing Company,
5. Goel, S.L., (2002) *Advanced Public Administration*, New Delhi ; Deep and Deep.

8. Raimann Pattanayak., (2002) *Modern Public Administration*, New Delhi: Anmol Publications (P) Ltd.,
9. Prasad., L.M. (2001) *Organisation Theory and Behaviour*, Delhi : Sultan Chand and Sons.
10. Rao, V.S.P. and P.S. Narayanan (1990) *Organisation Theory and Behaviour*, Delhi : Konark Publications (P) Ltd.,
11. Harman, M.M. and R.T Mayer (1986) *Organisations Theory for Public Administration*, Boston and Toronto : Little Brown and Company.
12. Singh, Nirmal., (2001) *Organisational Behaviour - Concepts, Theory and Practice*, New Delhi : Deep and Deep.

PAPER II - ADMINISTRATIVE THINKERS

Unit I : INTRODUCTION

Woodrow Wilson - (Politics - Administration Dichotomy) F.W. Taylor (Scientific Management) Max Weber (Theory of Bureaucracy) - Mary Parker Follet (Conflict in Organisations)

Unit II : STRUCTURALIST THINKING

Henry Fayol (Principles of Organisation) - Luther Gullick (Principles of Management) - Lyndal Urwick (Principles of Organisation and Management)

Unit III : HUMAN RELATIONS SCHOOL

Elton May. (Human Relations Theory) - Chester I Barnard (Theory of Authority) - Herbert A Simon (Theory of

Decision Making) - Chris Argyris (Organisational Environment)

Unit IV : HUMAN RESOURCE SCHOOL

Abraham Maslow (Theory of Hierarchy of Needs) - Douglas McGregor (Theory of X and Y) Herz Berg (Two Factor Theory) - Renis Likert (Linking Pin Model of Organisation)

Unit V : DEVELOPMENT SCHOOL

Fred W Riggs (Theories of Development Administration) Yezhel Dror (Theory of Public policy making)

Books Recommended for Study

1. Prasad, Ravindra D.V.S. and P. Satya Narayana (1989) *Administrative Thinkers*, New Delhi : Sterling Publishers.
2. Singh, R.N. (1977) *Management Thought and Thinkers*, Delhi, Sultan Chand.
3. Pugh D.S, *Organisation Theory*.

PAPER III - PRINCIPLES OF MANAGEMENT

Unit I : INTRODUCTION

Meaning, Nature, Scope and significance of Management - Schools of Management Thought

Unit II : MANAGEMENT TECHNIQUES

Modern Management Techniques - Levels of Management - Management in Government and Business

Unit III : MANAGEMENT PROCESS

Planning - Policy Making - Decision Making -
Coordination - Communication - Leadership - Control.

Unit IV : ANALYSIS OF MANAGEMENT

Management By Objectives - Management
Information System - Total Quality Management (TQM).

Unit V : STYLES OF MANAGEMENT

Participative Management - Self Management - Quality
Circle - Training and Management Development.

Books Recommended for Study

1. Rao, V.S.P., and P.S. Narayana, (1991) *Principles and Practice of Management*, New Delhi : Konark Publications (P) Ltd.,
2. Davav, Rustom S., *The Principles of Management*, Bombay : Crown Publishing Company.
3. Terry and Franklin (1987) *Principles of Management*, Delhi : All India Traveller Book Publishers.
4. Bhushan, Y.K. (2002) *Fundamentals of Business Organisation and Management*, New Delhi : Sultan Chand and Sons.
5. Sxsena, S.C., (1988) *Principles and Practice of Management*, Agra : Sahitya Bhavan.
6. Parasad, L.M. (2000) *Principles and Practice of Management*, New Delhi : Sultan Chand and Sons.

7. Ahuja, K.K., (1997) *Management and Organization*, New Delhi : CBS Publications.
8. Massie, Joseph L., *Elements of Management*, New Delhi: Prentice Hall of India.

PAPER IV - DEVELOPMENT ADMINISTRATION

Unit I : INTRODUCTION

Meaning, Nature and Scope of Development Administration - Development Administration and Administration of Development - Understanding Development - Development from above and below administrative machinery for development - Approaches to Development Administration.

Unit II CONTEXT OF DEVELOPMENT ADMINISTRATION

Contents of Development Administration - Development Administration in the International context - Context of Development Administration - Political, Economic, Cultural, Administrative and Social.

Unit III DEVELOPMENT OF ADMINISTRATION

Development of Administration - Bureaucracy and Development Administration - Development Planning - Training for Development - Citizen and Administration.

Unit IV ADMINISTRATION OF DEVELOPMENT

Decentralization of Powers in India - State Planning - District level Planning - District Administration and Field Agencies - District Collector - District Development Officer - District Development Committee - Development

Programmes in India - Integrated Rural Development Programme - Tribal Development Programme - Area Development - Educational Development - Urban Development - Social Welfare - Environmental Protection.

Unit V : REFORMING ADMINISTRATIVE SYSTEM

Autonomy and Accountability of Administration - Changing Administrative Culture - Corruption in Administration - Committees and Commissions on Administrative Reforms in India - Initiative for Good Governance - Transparency and Accountability in Public Administration - E - governance and administrative reforms.

Books Recommended for Study

1. F.W.Riggs : *Frontiers of Development Administration*
2. Chatterjee (1990) *Development Administration*, Delhi : Sultan Chand.
3. Singh, Swindar., *Development Administration*
4. Sparu, R.K. (2002) *Development Administration*, New Delhi : Sterling Publications,
5. Garson, G.D. (1999) *Information Technology and Computer Application in Public Administration : Issue and Trends*, Pennsylvania : IGP
6. Kailash Thakur 1999 : *Environmental Protection - Law and Policy in India*, New Delhi : Deep and Deep.
7. Goel, S.L., And R.L.Jain. *Social Welfare Administration, Vol. I & II*, New Delhi : Deep and Deep.

8. Sri Ram Maheswari, 1997, *Local Government in India, Agra : Lakshmi Narayan Agarwal.*
9. Amarendra, 1998. *Poverty, Rural Development and Public Policy*, New Delhi : Deep and Deep.

PAPER V - ADMINISTRATIVE LAW

Unit I : INTRODUCTION

Meaning, Nature and Scope of Administrative Law - Constitutional Law and Administrative Law - Development of Administrative Law.

Unit II : EXECUTIVE AND ADMINISTRATIVE LAW

Government Liability - Classification of Administrative Actions - Administrative Discretion - Administrative law and privileges.

Unit III : LEGISLATURE AND ADMINISTRATIVE LAW

Delegated Legislation - Conditional Legislation and Sub-Delegation - Control over Delegated Legislation - Public Corporation.

Unit IV : JUDICIARY AND ADMINISTRATIVE LAW

Distinction between Judicial and Quasi Judicial Functions - Principles of Natural Justice - Administrative Tribunals - Judicial Remedies.

Unit 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, Lok Pal and Lok Ayukta - Media Control.

Books Recommended for Study

1. Takwani, C.K. : *Lecturers on Administrative Law*, Eastern Book Company, Lucknow, 2001.
2. Durga Das Basu : *Administrative Law*, Prentice Hall of India Pvt. Ltd., New Delhi, 1986.
3. U.P.D. Kesari, *Lecturers on Administrative Law*, Central Law Agency, Allahabad.
4. Wade : *Administrative Law*

SECOND YEAR

PAPER VI - HUMAN RESOURCE MANAGEMENT

Unit I : INTRODUCTION

Meaning, Definiton and Significance of Human Resource Management - Scope of the discipline of Human Resource Management - Objective and Uses of Human Resource Management.

Unit II : HUMAN RESOURCE DEVELOPMENT

Role and Significance of Human Resource Development - Techniques of Human Resource Development - Designing and implementing Human Resource Development - Human Resource Development Policy - Manpower Planning, Training and Development.

Unit III: ORGANIZATION DESIGN AND HUMAN RESOURCE PLANNING

Role of Personnel Department in the organization - Position Classification - Job Analysis and Evaluation - Recruitment and Selection - Compensation - Promotion - Career Planning and Development - Motivation and Morale - Performance Appraisal - Retirement

Unit IV: INDUSTRIAL RELATIONS AND INDUSTRIAL DISPUTES

Definition and Objective of Industrial Relations - Theories of Industrial Relations - Industrial Disputes - The Industrial Disputes Act, 1947 - Trade Unions - Trade Unions Act, 1926. Collective Bargaining - Theories and Trends of Collective bargaining.

Unit V : ISSUES IN INDUSTRIAL RELATIONS

Worker's participation in management - Grievance Systems - Stress and Counselling - Employee Strees - Employee Counselling - Types of Counselling - Time management - Management of Industrial Relations - Conflicts - Integrating Human Resource Development into Industrial Relations.

Books Recommended for Study

1. Rao, Subha, P., and V.S.P. Rao.,(1995) *Personnel / Human Resource Management*, New Delhi : Konark Publishers Pvt. Ltd.,
2. Chatterjee, Bhaskar (1999) *Human Resource Management*, New Delhi : Sterling Publishers Pvt. Ltd.,

3. Tripathi, P.C., (2000) *Human Resource Development*, New Delhi : Sultan Chand and Sons.
4. Saxena, (1999) *Labour problems and Social Welfare*, Lucknow, Prakasan Kendra.
5. Singh, Nirmal, and S.K. Bhatia., (2000) *Industrial Relations and Collective Bargaining Theory and Practice*, Delhi. Deep and Deep.

PAPER VII - PUBLIC FINANCIAL ADMINISTRATION

Unit I : INTRODUCTION

Nature, Scope and significance of Public Financial Administration - Budget and its principles - Contemporary Approaches to Public Financial Administration : Performance Budgeting - Planning Programming Budgeting System - Zero Base Budgeting - Cost Benefit Analysis.

Unit II : BRITISH FINANCIAL SYSTEM

Aspects of British Budgetary System - British Budgetary Procedure - Control over Public Expenditure in Britain - Accounting and Auditing in Britain.

Unit III : AMERICAN FINANCIAL SYSTEM

Aspects of American Budgetary System - American Budgetary Procedure - Control over Public Expenditure in USA - Accounting and Auditing in USA.

Unit IV : INDIAN BUDGETARY SYSTEM

Aspects of Indian Budgetary System - Indian Budgetary Procedure - Control over Public Expenditure in India - Administrative, Parliamentary and Audit - Finance in India - Finance Ministry.

Unit V : INDIAN PUBLIC FINANCE

Finance Commission - Union - State Financial Relations - Resource Mobilization - Tax Administration in India - Public Debt Management in India - Local Finances in India.

Books Recommended for Study

1. Goel, S.L. (2002) *Public Financial Administration*, New Delhi, Deep and Deep.
2. Thavaraj, M.J.K (1992) *Financial Administration of India*, New Delhi : Sultan Chand publications.
3. Mookerjee, S.S. *Financial Administration in India*, Delhi: Surjeet Publications.
4. S.K. Singh : *Public Finance in Developed and Developing Countries*.
5. Robert D. Lee Jr. and Johnson. 1998. *Public Budgeting System*. Maryland : As Aspen Publications.

PAPER VIII - INDIAN ADMINISTRATION

Unit I : INTRODUCTION

Evolution of Indian Administration - Constitutional Frame Work of Indian Administration - Federalism in India - Parliamentary Democracy.

Unit II : CENTRAL ADMINISTRATIVE STRUCTURE

Political Executive at the Union Level - President - Prime Minister - Council of Ministers - Structure of Central Administration - Central Secretariat - Cabinet Secretariat Organisation and Functions of Ministries - Law and Order

Administration in Centre - Role of Planning Commission - Finance Commission and National Development Council - Constitutional Authorities - Union Public Service Commissions - Commissions for SC and ST, Election Commission - Attorney General - Comptroller and Auditor General of India.

Unit III : ADMINISTRATIVE SERVICES IN INDIA

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

Unit IV : STATE ADMINISTRATION IN INDIA

State Administration : Governor, Chief Minister, Council of Ministers, State Secretariat - State Public Services and Public Service Commission - Board of Revenue - Planning Machinery at the State and District levels - District Administration - Local Administration

Unit V : ISSUES IN INDIAN ADMINISTRATION

Relationship between Minister and Secretary - Generalists Versus Specialists - Union - State Relations - Corruption - Impact of Information Technology in Indian Administration - Globalization and Indian Administration.

Books Recommended for Study

1. Arora, Ramesh K., and Rajini Goyal (2001) *Indian Public Administration - Institutions and issues*, New Delhi : Wishwa Prakashan for New Age International (P) Ltd.,
2. Sing, Hoshiar, and Mohinder Singh (1989) *Public Administration in India*, New Delhi : Sterling Publications.
3. Singh, Hoshiar., (2000) *Indian Administration*, New Delhi: Sterling Publications.

PAPER IX - HUMAN RIGHTS ADMINISTRATION IN INDIA

Unit I : INTRODUCTION

Origin, Nature and Scope of Human Rights - Theories of Human Rights - Classification of Human Rights - Human Rights and Human Duties - Democracy and Human Rights.

Unit II : INDIAN CONSTITUTION AND HUMAN RIGHTS

Preamble - Human Rights and Fundamental Rights - Constitutional Remedies of Human Rights - Directive Principles of State Policy.

Unit III : ADMINISTRATION OF HUMAN RIGHTS

United Nations and Human Rights - UDHR (Universal Declaration of Human Rights) National Commission on Human Rights - State Human Rights Commission - Human Rights Courts

Unit IV : ISSUES IN HUMAN RIGHTS

Female Infanticide - Right to Dissent - Communal Violence in India - Violation of Women's Rights - Violation of Child Rights - Suspension of Human Rights during Emergency.

Unit V : DEVELOPMENT OF HUMAN RIGHTS

Human Rights and Voluntary Organisations in India - Promotion of Human Rights - Challenges of Human Rights - Human Rights and Global Perspectives - Human Rights in New era.

Books Recommended for Study

1. Dr. S. Mehartaj Begum, *Human Rights in India - Issue and Perspectives*, APH Publishing Corporation, New Delhi, 2000.
2. P.L. Mehta and Neena Verma, *Human Rights under Indian Constitution*, Deep & Deep Publications, New Delhi, 1999
3. Vinod Sharma, *Human Rights Violation - A Global Phenomenon*, APH Publication, New Delhi, 2002
4. Dr.(Mrs.) Sivagami Paramasivam, *Human Rights - A study*, Sri ram Computer Prints and Offset, Salem (Tamil Nadu), 1998

PAPER X - PUBLIC POLICY ANALYSIS

Unit I : INTRODUCTION

Nature, Scope and Significance of Public Policy - National Character and Culture - Policy Orientation - Organization for Policy formulation.

Unit II : POLICY ANALYSIS

Models in Public Policy Analysis - Decision - Making analysis - Policy Analysis

Unit III: RESEARCH PROCEDURE AND POLICY SCIENCE

Research and Policy Analysis - Social Sciences in Policy Making - Role of Universitites in Policy Making.

Unit IV : POLICY PROCESS

Policy Making Process in India - Policy Making agencies - Bureaucracy and Policy Process - Pressure Groups and Public Policy Making - Optimal Model of Policy making

Unit V : IMPROVING POLICY MAKING

Policy Evaluation - Dror's Optimal Model of Policy Evaluation - Policy Action Relationship.

Books Recommended for Study

1. Sapru, R.K., (2000) *Public Policy Formulation Implementation and Evaluation*, New Delhi : Sterling.
2. Dror, Y., *Public Policy Making Re-examined*, Leonard Hill Books.
3. Charles, *Public Policy Making*, Lind Bloom.
4. Madan. K.D., *Policy Making in Government* Publication Division Government of India, New Delhi.