



JAMIA MILLIA ISLAMIA

M.A.

Public Administration

DEPARTMENT OF POLITICAL SCIENCE

SYLLABUS

Faculty of Social Sciences



COURSE FORMAT
M. A. IN PUBLIC ADMINISTRATION
M. A. (PREV.)

Compulsory Papers

1. Administrative Thought.
2. Personnel Administration and Human Resource Management.
3. Indian Administration.

Optional Papers

- i) Financial Administration.
- ii) Rural and Urban Government in India.
- iii) Public Policy.
- iv) Environmental Administration.

Any Two

M. A. FINAL

Compulsory Papers

1. Development Administration in India.
2. Administrative Theory.

Optional Papers

- i) Office Management and Administrative Improvement.
- ii) Administrative Law.
- iii) Organizational Behaviour.
- iv) Public Sector Management in India.
- v) Research Methodology.

Any Three

Viva-voce and Internal Assesment Scheme

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PPAC – I
ADMINISTRATIVE THEORY
(COMPULSORY)

UNIT-I : Approaches: An Introduction.

- i) Kautilya on Statecraft and Governance.
- ii) Woodrow Wilson's ideas on Public Administration and Henri Fayol's Principles of Management.
- iii) F.W. Taylor's Scientific Management and Administrative Principles of Gullick and Urwick.
- iv) Max Weber's model of Bureaucracy.

UNIT-II: Human Relations and other Theories.

- i) Elton Mayo's Human Relations Theory.
- ii) Simon's Theory of Decision Making.
- ii) M.P. Follett on the Philosophy of Management.
- iv) Chester Barnard's Contribution Satisfaction Equilibrium.

UNIT-III: Ecological and other Models.

- i) Administrative Models of F.W. Riggs.
- ii) P.F. Drucker's Ideas on Management.
- iii) McGregor's Theories 'X' and 'Y'.
- iv) William Ouchi's Theory 'Z'.

UNIT-IV: Neo-Human Relations: Theories of Motivation.

- i) Abraham's Maslow's Need Hierarchy Concept.
- ii) Frederick Herzberg's Hygiene Motivation Theory.
- iii) Chris Argyris' Fusion Process Model.
- iv) Likert's Management Systems I-IV.

PAPC-II
PERSONNEL ADMINISTRATION AND
HUMAN RESOURCE DEVELOPMENT
(COMPULSORY)

UNIT-I: Meaning, Nature and Scope.

- i) Public Personnel Administration: Definition, Scope and Significance.
- ii) Human Resource Development: Concept, Elements and its Application in Government.
- iii) Manpower Planning and Human Resource Development : Strategies.

UNIT-II: Personnel Management-I

- i) Recruitment: Concept and Methods.
- ii) Job Classification and Remuneration: Bases and Principles.
- iii) Promotion: Methods and Performance Appraisal Schemes.

UNIT-III: Personnel Management - II

- i) Motivation and Morale, Employer-Employee Relations.
- ii) Discipline and Grievance Redressal Mechanisms.
- iii) Rewards and Incentives Management.

UNIT-IV: Human Resource Development and Capacity Building

- i) Job Design and Analysis.
- ii) Total Quality Management
- iii) Employee Training and Participation in Management/ Organisation.

PAPC - III
INDIAN ADMINISTRATION
(COMPULSORY)

UNIT-I: Historical Evolution: Continuity and Change.

- i) Historical legacy of Indian Administration : Ancient to British period.
- ii) Perspective of Indian Administration: Parliamentary Democracy, Federalism, Democratic Socialism, Human Rights, Judicial Activism and Liberalization.
- iii) The Changing Nature of Union-State Administrative Relations.

UNIT-II: Centre, State and District Administration.

- i) Administration of the Centre: President, Prime Minister, Council of Ministers, Cabinet Committees, Secretariat, Cabinet Secretariat, Ministries and Departments.
- ii) State Administration: Governor, Chief Minister, Council of Ministers, Chief Minister's Secretariat and Chief Secretary.
- iii) Role of District Collector and District Level Agencies: Changing Role.

UNIT-III: The Personnel System.

- i) Civil Services- Structure, Recruitment and Training.
- ii) Generalists and Specialists-The Changing Relationship.
- iii) Public Service Commissions: Union and State.

UNIT-IV: Indian Administration: Themes and Issues.

- i) Administration and Politics-Changing Role of the Indian State.
- ii) Administrative Corruption-Redressal Machinery.
- iii) Administrative Reforms in India: Emerging Challenges to Indian Administration in the context of Globalization.

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PAPO - I
FINANCIAL ADMINISTRATION

UNIT-I: Basic Concepts—Meaning and Scope.

- i) Meaning and Theories.
- ii) Fiscal and Monetary Policy.
- iii) Budget and Functions, Performance and Zero-based Budgeting.
- iv) Significance of Audit and Accounting.

UNIT-II : Public Expenditure: Canons and Issues.

- i) Public Expenditure: Reasons for its Growth.
- ii) Canons of Public Expenditure.
- iii) Classification of Public Expenditure.
- iv) The Issue of Budgetary Subsidies.

UNIT-III: Public Revenue and Contemporary Issues

- i) Public Revenue: Canons of Taxation and Theories of Taxation.
- ii) Deficit Financing and Management of Public Debt.
- iii) Public Revenue and Expenditure: A SWOT Analysis.
- iv) Contemporary Issues in Public Finance.

UNIT-IV: Budget and Centre-State Financial Relations

- i) Parliamentary Financial Control: Legislative Committees.
- ii) Budgetary Process at the Centre.
- iii) Centre-State Financial Relations.
- iv) Post-Liberalisation Issues in Fiscal Federalism.

PAPO – 2
RURAL AND URBAN LOCAL
GOVERNMENT IN INDIA

UNIT-I: Democratic Decentralization: Themes and Approaches.

- i) People's Empowerment Strategies and Local Governance.
- ii) Rural Local Government in India: Emergence and Evolution.
- iii) Problems of Urbanization and Scope of Urban Local Government in India.
- iv) The 73rd and 74th Constitutional Amendment Acts.

UNIT-II: Rural Local Government: Structure and Functions.

- i) Gram Sabha.
- ii) Gram Panchayat.
- iii) Panchayat Samiti.
- iv) Zila Parishad

UNIT-III: Urban Local Government: Structure and Functions.

- i) Municipal Corporation: Structure and Role.
- ii) Municipal Council: Composition and Functions.
- iii) Nagar Panchayat: Structure and Functions.
- iv) National Urban Renewal Mission: Problems and Challenges.

UNIT-IV: Rural and Urban Governance: Themes and Issues.

- i) Personnel Administration: Recruitment and Training.
- ii) State-Local Relationship: Administrative and Financial.
- iii) State Election Commission: Composition, Functions and Role.
- iv) Contemporary Scenario of Rural and Urban Governance.

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PAPO – 3
PUBLIC POLICY

UNIT-I: Meaning, Approaches and Models.

- i) Public Policy: Meaning and Significance.
- ii) Distinction between Policy, Decision and Goal.
- iii) Models: Institutional, Rational, Systems and Others.

UNIT-II: Public Policy Making: Structure and Processes.

- i) Intergovernmental Relations.
- ii) Role of the Political, Executive, Legislature, Bureaucracy and Judiciary.
- iii) Major Determinants: Political Parties, Interest Groups, Mass Media, Social Movements, NGO's and International Agencies.

UNIT-III : Public Policy Implementation.

- i) Role of Legislature, Executive, Judiciary and Bureaucracy.
- ii) Role of Voluntary Organizations, Interaction between Government and NGOs.
- iii) Major Constraints in Policy Implementation.

UNIT-IV: Policy Analysis–Meaning, Purpose and Problems

- i) Policy Evaluation–Need and Problems.
- ii) Criteria for Evaluation–Cost Benefit Analysis, Equity and Responsiveness.
- iii) Forums for Evaluation–Parliamentary Committees and Public Enquiry Commissions.

PAPO - 4
ENVIRONMENTAL ADMINISTRATION
(WITH SPECIAL REFERENCE TO INDIA)

UNIT-I: Meaning, Evolution and Global Issues.

- i) Defining Environment and Ecology, Sustainable Development.
- ii) Environmental Governance: Stockholm (1972) to the present.
- iii) Economic Liberalisation and Impact on Environment: Developed vs. Developing Countries.

UNIT-II: Environmental Management in India.

- i) Planning and Environment.
- ii) National Environment Policy: Institutional Arrangements.
- iii) Judicial Remedies and New Regulatory Techniques.

UNIT-III: Sectoral Environmental Policies and Their Implementation.

- i) Forestry Sector, Wild Life and Pollution.
- ii) The Problems of Large Multipurpose Projects and Hazardous Substances.
- iii) Urban Environmental Problems.

UNIT-IV: Environmental Activism: Impact on Policy and Administration.

- i) Environmental Movements in India: Impact on Public Policy.
- ii) The Role of Civil Society & NGO's.
- iii) Globalization and Liberalization: Impact on Environment.

PAFC – IV
DEVELOPMENT ADMINISTRATION IN INDIA
(COMPULSORY)

UNIT-I: Development Administration: Features and Models.

- i) Genesis and Features of the Concept.
- ii) Contemporary Approaches: Radical Challenges.
- iii) Bureaucratic Models and Development Administration: Debates.

UNIT-II: Structure, Tools and Policies.

- i) India's Socio-Economic Profile: Mixed Economy Model, Rationale and Significance.
- ii) Structure of Indian Administration—Centre, State & District.
- iii) Tools and Policies of Development.

UNIT-III: Administration and the People.

- i) Concept of Democratic Decentralization: Emerging Patterns.
- ii) Role of Civil Society: People's Participation in Development Administration.
- iii) Public Grievances and Redressal Mechanisms.

UNIT-IV: Liberalisation, Development and Reform

- i) Changing Role of Bureaucracy in the Context of Liberalisation and Globalisation.
- ii) Current Administrative Reforms: An Overview.
- iii) From Development Administration to New Public Management.

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PAFC-V
ADMINISTRATIVE THEORY
(COMPULSORY)

UNIT-I: Nature, Scope and Evolution.

- i) Public Administration: Meaning, Nature, Scope and Significance: Public and Private Administration.
- ii) Ecology of Administration: Developed and Developing Countries.
- iii) Evolution: Different Stages, Minowbrook I and II, Ongoing Concerns.
- iv) Interaction of Politics and Administration: Permanent & Political Executive.

UNIT-II: Theories—Classical, Neoclassical and Modern.

- i) Classical Theory—Trends and Features, Major Exponents.
- ii) Neo-Classical Theory—Representative Thinkers and Characteristic Features.
- iii) State of Administrative Theory in the 21st Century: New Public Management Paradigm.
- iv) Globalization and Liberalization: Concepts of Good Governance, Entrepreneurial Government and Corporate Governance.

UNIT-III: Organisation: Principles, Structure and Accountability.

- i) Principles of Organization: Challenges from Modern Organization Theory.
- ii) Chief Executive: Concept and Functions.
- iii) Agencies: Line, Staff and Auxiliary: Departments, Public Corporations, Boards and Commissions.
- iv) Public Accountability: Legislative, Executive and Judicial.

UNIT-IV: Public Policy and Personnel Administration.

- i) Public Policy: Meaning, Formulation and Scope.
- ii) Decision Making Approach: Herbert Simon and Others.
- iii) Bureaucracy: Max Weber and Others.
- iv) Principles of Recruitment, Training and Promotion.

Suggested Readings

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|---|---|
| Arora Ramesh K. | <i>Public Administration, Fresh Perspectives</i> , Jaipur, Aalekh Publishers, 2004. |
| Baker R.J.S. | <i>Administrative Theory and Public Administration</i> , London, Hutchinson, 1972. |
| Basu Rumki | <i>Public Administration, Concepts and Theories</i> , New Delhi, Sterling 2007. |
| Bhambhri C.P. | <i>Public Administration</i> , Meerut, Educational Publishers, 2002. |
| Bhattacharya Mohit | <i>New Horizons of Public Administration</i> , New Delhi, Jawahar Publishers, 2007. |
| ----- | <i>Restructing Public Administration: Essays in Rehabintation</i> New Delhi, JawAhar, 2007. |
| Caiden Gerald | <i>Dynamics of Public Administration: Guidelines to Current Transformations in Theory and Practice</i> , New York, Holt 1971. |
| Chakravarty Bidyut & Mohit Bhattacharya | <i>Public Administration: A Reader</i> , New Delhi, OUP, 2003. |
| Corson John and Joseph P. Harris | <i>Public Administration in Modern Society</i> , New York, Macgraw Hill, 1963. |
| Denhar-dt Robert B and Joseph W. Grubbs | <i>Public Administration: An Action Orientation</i> , Canada, Thomson, 2003. |

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PAFO – 5
OFFICE MANAGEMENT AND
ADMINISTRATIVE IMPROVEMENT

UNIT-I: Office Management: Nature and Scope.

- i) Office Organisation–Layout and Space Management.
- ii) Office Stationery and Supplies–Standardization and Codification.
- iii) Cost-Analysis of Office Personnel–Cost Control and Reduction.

UNIT-II: Procedure, Communication and Records Management.

- i) Office Procedure and Office Manuals: Forms, Designing and Control.
- ii) Office Communication: Handling Mail and Electronic Communication System.
- iii) Records Management: Classification, Indexing and Preservation of Records.

UNIT-III: Administrative Improvement: Techniques.

- i) O & M Approach, Work Study and Work Measurement.
- ii) Operational Research and Use of Information Technology.
- iii) Programme Evaluation and Review Techniques (PERT) and Critical Path Method (CPM).

UNIT-IV: Evaluation, Development and Change.

- i) Program Evaluation and Performance Measurement: New Indicators and Methods.
- ii) Management by Objectives and its Application in Public Administration.
- iii) Organisational Development and Change–TQM, Reengineering, Benchmarking and Empowerment.

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PAFO – 6
ADMINISTRATIVE LAW

UNIT-I: Concept, Scope and Evolution.

- i) Meaning, Scope and Growth of Administrative Law.
- ii) Constitutional and Administrative Law; Droit Administrative, Rule of Law.
- iii) Principle of Natural Justice and its Judicial Interpretation.

UNIT-II: Constitution and the Public Services.

- i) Administrative Action—Quasi Legislative, Quasi Administrative and Quasi Judicial.
- ii) Constitutional Safeguards to Public Services.
- iii) Public Service Commissions—Role and Mandate.

UNIT-III: Administrative Adjudication.

- i) Administrative Tribunals—Need, Problems, and Modes of Adjudication.
- ii) Delegated Legislation- Need, Classification and Control Mechanisms.
- iii) Judicial Review and Judicial Control over Administrative Action.

UNIT-IV: Redressal Mechanisms and the Citizen.

- i) Institution of Ombudsman in India-Lokpal and Lokayukta, CVC.
- ii) Relief and Remedies Against Administration.
- iii) Right to Information Act: Significance and Impact on Administration.

PAFO – 7
ORGANISATIONAL BEHAVIOUR

UNIT-I: Meaning, Importance and Approaches:

- i) The Study of the Organisation: Meaning and Importance. ✓
Basic Attributes, Formal and Informal Organisation.
- ii) Organisational Behaviour: Approaches and Models.
- iii) Contemporary Challenges. ✓

UNIT-II: Diversity, Personality and Behavioral Management.

- i) Workforce Diversity, Demographic and Personality Differences, Managing Diversity.
- ii) Theories of Personality, Measurement of Attitude, Attitudes and Productivity.
- iii) Learning Processes, Reward System and Behavioural Management.

UNIT-III: Group Dynamics, Conflict and Motivation.

- i) Group Dynamics: Group Effectiveness, Models of Group Behaviour.
- ii) Organisational Conflict: Meaning, Features, Stages, Conflict Management and Negotiation.
- iii) Motivation and Teamwork: Theories and Models, High Performance Job Designs.

UNIT-IV: Organisational Change and Development.

- i) Organisational Change: Meaning, Models and Change Agents, Processes in Planned Change, Change Innovation and Stress Management.

- ii) Organisational Dynamics: Macro Perspectives, Power and Politics, Information and Communication, Leadership and Decision Making, Organizational Development Interventions.
- iii) Organisational Behaviour and Development–Intellectual Capital, e-Commerce, Virtual Organizations, Life long Learning, Ethical Behaviour, Social Responsibility, Global Dimensions, Development Interventions today.

Suggested Readings:

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| Dwivedi R.S. | <i>Human Relations and Organizational Behaviour</i> , New Delhi, Oxford & IBH, 1979. |
| Frances James G. & Milbourn Gene Jr. | <i>Human Behaviour in Work Environment: Managerial Perspective</i> , New York, Good Year Publishing Co. 1980. |
| Hicks & Gullit | <i>Organisational Theory & Behaviour</i> , London, Prentice Hall, Latest Edition. |
| Invancewich Gibson | <i>Organisations: Behaviour, Structure and Process</i> , Texas, Business Publications, 1979. |
| Korman Abraham K, Luthans Fred | <i>Organisational Behaviour</i> , NJ, Prentice Hall, 1977. <i>Organisational Behaviour</i> , New Delhi, Tata McGraw Hill, 2002. |
| Newfrom John W. & Davis Keith | <i>Organisational Behaviour</i> , New Delhi, Tata McGraw Hill, 2004. |
| Prasad L.M. | <i>Organisational Theory and Behaviour</i> , New Delhi, Sultan Chand and Co., 2005. |
| Prasad Lallan Banerjee | <i>Management of Humans Resources</i> , Sterling, New Delhi, 1985. |
| Robbins Stephen P. | <i>Organisational Behaviour</i> , Delhi, Prentice Hall, 2005. |

PAFO – 8
PUBLIC SECTOR MANAGEMENT IN INDIA

UNIT-I: Evolution and Scope.

- i) The Rationale for Governmental Intervention in the Economy, the State versus Market Debate.
- ii) Economic Administration of the State: Nature & Scope.
- iii) Public Enterprises in India: Philosophy, Objective and Performance, their Contribution to the Economy.

UNIT-II: Changing Structure and Accountability.

- i) Governing Board: Types, Size, Composition and Functions of Boards of Public Enterprises.
- ii) Accountability and Control—Techniques of Legislation and Ministerial Control.
- iii) Pricing and Public Enterprises.

UNIT-III: Impact of Economic Reforms.

- i) The Performance Contract System/Memorandum of Understanding (MOU), Rationale, Procedure and Assessment.
- ii) Disinvestment: Objectives, Methods and Assessment Policy Towards Sick Units.
- iii) Privatization, Theory, Objectives, Methods, Post Privatization Regulation Policy.

UNIT-IV: Role of State: Regulatory and Promotional.

- i) IFCI, IDBI, SIDBI SEBI—Role and Functions.
- ii) Concurrent Jurisdiction of the Union and States in Economic Administration.
- iii) Political Economy of Economic Development in India Today – Public/Private Convergence.
Accountability and Autonomy: Public Enterprise Reforms.

PAFO – 9
RESEARCH METHODOLOGY

UNIT-I: Introduction.

- i) Social Science Research and its Scope.
- ii) Traditional Methods of Inquiries: Philosophical, Historical, Legal and Institutional.
- iii) Behavioural Approach, Systems Analysis, Structural Functional Analysis.

UNIT-II: Scientific Method in Research.

- i) Problem Formulation and Hypothesis.
- ii) Identification of Variables, Concepts and Operationalization of Concepts.
- iii) Problem of Values in Social Science Research.

UNIT-III: Research Design and Methods of Data Collection.

- i) Descriptive, Exploratory, Explanatory and Experimental Research Designs.
- ii) Methods of Data Collection, Library, Observation, Survey, Questionnaire, Schedule and Interview.
- iii) Case Study, Panel Study.

UNIT-IV: Sampling, Techniques and Data Processing.

- i) Probability and Non Probability Sampling: Random, Stratified, Cluster and Multi-Phase, Quota, Convenience and Purposive.
- ii) Data Processing and Content Analysis.
- iii) Report Writing and Thesis Writing.

**M.A IN PUBLIC ADMINISTRATION IN THE
DEPARTMENT OF POLITICAL SCIENCE
RULES FOR EXAMINATION**

1. The M.A Programme in Public Administration consists of a total number of ten papers. Five papers are covered in the previous year and another five papers in the final year. In the previous year, there are three compulsory and two optional papers and two compulsory and three optional papers in the final year.
2. Each paper is divided in four units. Questions from all four units are compulsory. Each paper carries 100 marks and the duration of examination is three hours.
3. There shall be a viva-voce examination in the final year which will carry 50 marks. Internal assessment also carries 50 marks in the final year.

4. **Pass Percentage:**

- (a) Minimum 40% marks in each paper is required to be declared as pass and 40% marks in aggregate is required for promotion to the next class.
- (b) The candidate will appear in the remaining papers of M.A previous with the examination of M.A final.
- (c) Division will be awarded on the basis of aggregate marks of all the papers at the completion of the course.

Division

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|---------------------|--------------------------------|
| (a) First Division | 60% and above |
| (b) Second Division | 50% or more but less than 60% |
| (c) Third Division | 40% or above but less than 50% |

NOTE : The provision of re-evaluation, re-checking & improvement will be as per the Jamia's examination rules. Students are required to maintain an aggregate of 75% attendance record to be allowed to sit for the examination.