



JAMIA MILLIA ISLAMIA

DEPARTMENT OF POLITICAL SCIENCE

SYLLABUS

Faculty of Social Sciences

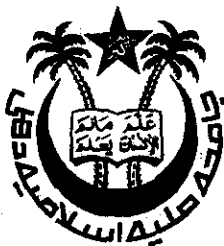


M.A.

Public Administration

SYLLABUS

M.A. Public Administration



DEPARTMENT OF POLITICAL SCIENCE
FACULTY OF SOCIAL SCIENCES

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M. A. SYLLABUS

NOTE :

1. The M. A. programme in Public Administration consists of a total number of 10 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. In the final year, there are two compulsory and three optional papers.
2. There shall be a vice voce examination in the final year and it shall carry 50 Marks. Internal assessment also carries 50 marks in the final year.
3. Each paper is divided into four units. Questions from all the four units are compulsory in the annual examination. Each paper carries 100 marks and the duration of the exam is three hours.
4. At the beginning of each academic session, the Department shall notify the list of optional courses or sets to be offered.
5. Reading lists are updated by the Department at the beginning of the academic session.
6. Syllabus revised and compiled by the committee comprised of –
 - i) Convener - Prof. Rumki Basu
 - ii) Dr. Furqan Ahmed
 - iii) Dr. Muslim Khan
 - iv) Dr. Bulbul Dhar – James
 - v) Dr. Mehartaj Begum
 - vi) Mr. S. Ramudu.

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 Assessment Scheme

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.

Suggested Readings

- Ali Shum Shum Nisa *Eminent Administrative Thinkers*, New Delhi, Associated Publishing House, 1984.
- Baker R.J.S. *Administrative Theory and Public Administration*, London, Hutchinson, 1972.
- Gross Bertram *The Managing of Organizations*, New York, Free Press, 1964.
- George Chande S. *The History of Management Thought*, New Delhi, Prentice Hall, 1974.
- Kumar Umesh *Kautilya's Thought on Public Administration*, Delhi, NBO, 1990.
- Maheshwari S.R. *Administrative Thinkers*, New Delhi, Macmillan, 2003.
- Mouzelis N.P. *Organization and Bureaucracy: Analysis of Modern Theories*, London, Routledge, 1967.
- Mehta V.R. *Foundations of Indian Political Thought*, Delhi, Manohar, 1999.
- Pollard Harold R. *Further Development in Management Thought*, London, Heinemann, 1974.
- Prasad Ravindra D., V. S. Prasad & P. Satyanarayana, (eds.), *Administrative thinkers*, New Delhi, Sterling, 2005.
- Pugh, D.S. & D.J. Hickson, *Writers on Organisations*, Penguin, 1989.
- Shafritz Jay. M. and Albert C. Hyde. (eds.) *Classics of Public Administration*, Illinois, Moore, 1978.
- Silverman David *The Theory of Organizations*, New Delhi, Anmol Publication, 2004.
- Sharma Manoj *Administrative Thinkers*, New Delhi, Anmol Publication, 2004.

Singh R.N.

Management Thought and Thinkers,
Delhi, Sultan Chand & Sons, 1977.

Wren Daniel A.

The Evolution of Management Thought,
New York, Ronald Press, 1972.

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.

Suggested Readings

- Agarwal R.D. (ed.) *Dynamics of Personnel Management in India: A Book of Readings*, New Delhi, Tata-McGraw Hill, Latest Edition.
- Aswathappa K. *Human Resource Personnel Management, Text and Cases*, New Delhi, Tata Macgraw Hill, 2002.
- Bach Stephen and Keith Sisson *Personnel Management: A Comprehensive Guide to Theory and Practice*, Third Edition, 2000.
- Bhattacharya S.K. *Achieving Managerial Excellence: Insights from Indian Organizations*, Delhi, Macmillan, 1989.
- Dey Bata K. *Bureaucracy, Development and Public Management in India*, New Delhi, Uppal, 1978.
- Dwivedi O.P. and R.B. Jain *Administrative State*, New Delhi, Gitanjali Publishing House, 1985.
- Flippo Edwin B. *Principles of Personnel Management*, New York, Tata McGrawhill, Latest Edition.
- Gadbari S.S. and M.R. Kolhatkar (eds.) *Innovations in Public Administration*, New Delhi, Allied, 2000.
- Goel S.L. *Public Personnel Administration*, New Delhi, Sterling, 1989.
- Mehta Prayag, *A Psychological Strategy for Alternative Human Development: India's Performance Since Independence*, New Delhi, Sage, 1998.
- Metacalfe Les and Sue Richards *Improving Public Management*, London, Sage, 1987.
- Pigors Paul & Charles Hyers *Personnel Administration: A Point and a Method*, Macgraw Hill, Latest Edition.

Rao V.S.P.

Human Resource Management, Text and Cases, New Delhi, Excel Books, 2000.

Schein E.H.

The Art of Managing Human Resource, New York, OUP, Latest Edition.

Singh Sahib Bhayana
and Surinder Singh

Public Personnel and Financial Administration, Jalandhar, New Academics, 1990.

Verma S.P. and S.K. Sharma

Managing Public Personnel Systems: A Comparative Perspective, New Delhi, Indian Institute of Public Administration, 1980.

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.

Suggested Reading:

- Arora Ramesh K. and Rajni Goyal *Indian Administration: Institutions and Issues*, New Delhi, Wishwa Prakashan, 2000.
- Arora Ramesh K. (ed.) *Public Administration in India: Tradition, Trends and Transformation*, New Delhi, Paragon, 2006.
- Barthwal C.P. *Indian Administration Since Independence*, Lucknow, Bharat Publishers, 2003.
- Bava Noorjahan. (ed.) *Public Administration in the 21st Century*, New Delhi, Kanishka, 2004.
- Bhambhri C.P. *Public Administration in India, New Delhi, Vikas, 1976.*
- Chakravarty Bidyut & Mohit Bhattacharya *Administrative Change and Innovation*, New Delhi, OUP, 2005.
- Jain R.B. *Public Administration in India, 21st Century Challenges for Good Governance*, New Delhi, Deep & Deep, 2002.
- Maheshwari S.R. *Indian Administration*, New Delhi, Orient Longman, 2000.
- Mehta Vinod *Reforming Administration in India*, New Delhi, Har-Anand, 2000.
- Ministry of Personnel Public Grievances and Pensions *Annual reports on Administration*, GOI.
- Mishra B.B. *Government and Bureaucracy in India (1947-1976)*, New Delhi, OUP, 1986.
- Prasad Kamala *Indian Administration, Politics, Policies and Prospects*, New Delhi, Pearson Longman, 2006.

- Reddy Sanjeev P.L. and R.K. Tiwari *Issues and Themes in Indian Administration, New Delhi, IIPA, 2005.*
- Seth Satish C. *Central Administration in India, New Delhi, Gyan Publishing House, 2003.*
- Singh Hoshier and D.P. Singh (ed.) *Indian Administration- Current Issues and Problems, Jaipur, Aalekh, 1990.*
- Tummala Krishna K. *Public Administration in India, New Delhi, Allied, 1996.*

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.

Suggested Readings

- Baisya K.N. *Financial Administration in India, Haryana Sahitya Academy, Chandigarh, 1993.*
- Cox Raymond A.K. *Financial Administration and Control, Boulder Koth, 1994.*
- Goel S.L. *Public Financial Administration, New Delhi, Deep & Deep, 2002.*
- Handa K.L. *Financial Administration in India, IIPA, New Delhi, 1988.*
- Lal G.S. *Financial Administration In India, Delhi, Sterling, 2004.*
- Pyhrr Peter A. *Zero-Base Budgeting, New York, John Wiley and Sons, 1973.*
- Reports of ARC
i) Centre State Relations.
ii) Finance, audit and accounts.
iii) Delegation of Financial and Administrative powers.
- Narayan B.N. *Public Finance, New Delhi, Anmol, 2002.*
- Sharma Kamal (ed.) *Financial Administration, New Delhi, Deep & Deep, 2002.*
- Sundaram K.P.M. *Indian Public Finance and Financial Administration, New Delhi, Latest Edition*
- Srivastava D.K. *Issues in Indian Public Finance, New Delhi, New Century publication, 2005.*
- Thavaraj M.J.K. *Financial Administration of India, Delhi, Sultan Chand & Sons, 1999.*
- Wattal P.K. *Parliamentary Financial Control in India, Bombay, Minerva Book Depot, Latest Edition*

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.

Suggested Readings

- Aziz Abdul (eds.) *Decentralised Governance in Asian countries*, New Delhi, Sage, 1996.
- Bajpai A. *Panchayati Raj in India: A New Thrust*, Delhi, Sahitya Prakashan, 1995.
- Bandhopadhyay D. & Amitava Mukherjee *New Issues in Panchayati Raj*, New Delhi, 2004.
- Bhayana Sahib Singh *Local Government in India*, Jalandhar, New Academic Publishing Company, 1991.
- Bogason Peter *Public Policy and Local Governance: Institutions in Post-Modern Society*, Cheltenham, Edward Elgar 2000.
- Chandler D.A. (ed.) *Local Government in Liberal Democracy*, London, New Feterland, 1992.
- Chaubey P.K. *Urban Local Lodies in India: Governance with Self-Reliance*, New Delhi, IIPA, 2004.
- Cheema G. & D. Pondinelli. (eds.) *Decentralisation and Development: Policy Implementation in Developing Countries*, London, Sage, 1983.
- Dhalimal S.S. *Good Governance in Local Self-Government*, New Delhi, Deep & Deep, 2004.
- Hust Evelin & Michael Mann, (ed.) *Urbanization and Governance in India*, New Delhi, Manohar, 2005.
- Jain L.C. (ed.) *Decentralisation & Local Governance*, New Delhi, Orient Longman, 2005.
- Jha S.N. & P.C. Mathur (ed.) *Decentralisation and Local Politics*, New Delhi, Sage 1999.
- Kumay Amma & Anitha L. *Financing of Urban Local Government*, Jaipur, Printwell, 1995.

- Maheshwari S.R. *Local Government in India*, Agra, Lakhshmi Narain, 1993.
- Mishra S.N. *New Panchayati Raj in Action*, New Delhi, Mittal Publications, 1996.
- Oomen M.A. *Devolution of Resources from the State to the Panchayati Institutions*, New Delhi, ISS, 1995.
- Oomen M.A. and Abhijit Datta *Panchayats and their Finance*, New Delhi, ISS, 1995.
- Rao P.S.N. (ed.) *Urban Governance and Management*, New Delhi, IIPA, Kanishka, 2006.
- Sachdeva Pradeep *Urban-Local Government & Administration in India*, Allahabad, Kitab Mahal, 1993.
- Revamping Urban Governments in India*, New Delhi, Kitab Mahal, 1995.
- Singh U.B. *Urban Administration in India*, New Delhi, Serials Publications, 2004.

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.

Suggested Readings

- Anderson James E. *Public Policy Making*, New York, Praeger, 1975.
- Birkland Thomas A. *An Introduction to the Public Policy Process*, New York, M.E. Sharpe, 2005.
- Dror Yehezkel *Ventures in Policy Sciences: Concepts and Application*, New York, American Elsevier, 1971.
- Dayal Ishwar and K. Mathur *Dynamics of Formulation of Policy in Government of India*, Delhi, 1976
- Dunn William N. *Public Policy Analysis*, Prentice Hall, 2004.
- Dwivedi O.P. (ed.) *Public Policy and Administrative Studies*, University of Guelph, Canada, 1984.
- Dubashi P.R. *Policy and Performance*, New Delhi, Sage, 1984.
- Dye Thomas R. *Understanding Public Policy*, New Jersey, Prentice Hall, 1972.
- Edward George C. & Bro Shar Kansky *The Public Policy Predicament*, New Delhi, Allied 1979.
- Frohock Fred M. *Public Policy: Scope and Logic*, Englewoodcliff Prentice Hall, 1979.
- Gerston Larry N. *Public Policy Making*, New York, M.E. Sharpe, 2004.
- Hasan Zoya *The State, Political Processes & Identity*, New Delhi, Sage, 1989.
- Kashyap S.C. *Parliament of India: Myths and Realities*, New Delhi, National, 1988.
- Koeing Lewis W. *An Introduction to Public Policy*, Englewoodcliff, Prentice Hall, 1986.

- Lasswell Harold
A Review of Policy Sciences, New York, Elsevier, 1971.
- Lindblom Charles
The Policy Making Process, New Jersey, Prentice Hall, 1968.
- Mathur Prashant K.
Public Administration, Policy and Planning, New Delhi, Kanishka, 1996.
- Nagel Stuart
Policy Theory and Policy Evaluation: Concepts, Knowledge, Causes and Norms, USA, Greenwood Press, 1990.
- Rao Ramakanth M.G.
& Prashant K. Mathur
Policies and Politics in Grass Roots Administration, New Delhi, Kanishka, 2001.
- Sahni Pradeep
Public Policy: Conceptual Dimensions, Allahabad, Kitab Mahal, 1987.
- Saigal Krishna
Policy Making in India: An Approach to Optimization, New Delhi, Vikas, 1983.
- Sapru R.K.
Public Policy New Delhi, Sterling, 2004
- Shah Ghanshyam
Social Movements in India, New Delhi, Sage, 1990.

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.

Suggested Readings

- Basu Ashok Ranjan and Padam Nabh Gautam
Natural Heritage of India: Essays on Environment Management, Delhi, I.K. Publishers, 1989.
- Centre for Science and Environment
The State of India's Environment, Citizen's Reports-Since 1990.
- Diwan Paras (ed.)
Environment Protection: Problems, Policy Administration, New Delhi, Deep and Deep, 1987.
- Gupta NIL (ed.)
Sustainable Development, Jaipur, Rawat, 1993. *The Indian Journal of Public Administration*, Special number on Environment, July-September, Vol. XXXV, No. 3, 1989.
- Indian Institute of Public Administration
Selected Readings: Environment and Development, New Delhi, 2002.
- Khushoo, T.N.
Environmental Concerns and Strategies, New Delhi, Times Press, 1977.
- Pal B.P.
Environmental Concerns and Strategies, New Delhi, 1986.
- Rama Rao R.
Environmental Problems of Developed and Developing Countries, Delhi, Economic and Scientific Research Foundation, 1976.
- Sapru R.K.
Environment Management in India, New Delhi, Ashish, 1987.
- Saxena K.D.
Environmental Planning, Policies and Programmes in India, Delhi, Shipra, 1993.

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.

Suggested Readings

- Bhattacharya Mohit *Development Administration*, New Delhi, Jawahar 2001.
- Dhingra I.C. and V. K. Garg *Economic Development and Planning in India*. New Delhi, Sultan Chand and Sons, 1989.
- Dwivedi O.P. *Development Administration*, London, Macmillan, 1994.
- Jain R.B. (ed.) *Public Services in a Democratic Context*, New Delhi, Indian Institute of Public Administration, 1983.
- Khosla J. *Crisis in India's Development and Administration*, Bangalore University Press, 1979.
- Lakshminarain *Principles and Practice of Public Enterprise Management*, New Delhi, Sultan Chand and Co., 1989.
- Mathur Kuldeep (ed.) *Development Policy and Administration*, New Delhi, Sage, 1996.
- Mathur Hari Mohan *Administering Development in the Third World: Constraints and Choices*, New Delhi, Sage, 1986.
- Panandikar Pai V.A (ed.) *Development Administration in India*, Delhi, Macmillan, 1979.
- Parikh Kirit S. (ed.) *Indian Development Report*, Delhi, Oxford, 1999.
- Planning Commission *Five Year Plan Documents*.
- Panandikar V.A. Pai and S.S. Kshirsagar (eds.) *Bureaucracy and Development*, New Delhi, Centre for Policy Research, 1978.
- Sapru R.K. (ed.) *Development Administration*, New Delhi, Sterling, 2002.

- Singh Bishwanath *Public Enterprise in Theory and Practice*, New Delhi, Deep and Deep Publications, 1991.
- Sinha R.K. (ed.) *Economic Policy and Planning in India*, New Delhi, Deep and Deep, 1986.
- Subramaniam V. *Public Administration in Third World*, London, Green Wood, 1990.
- Trivedi K.D. *Perspectives in Development Administration*, Delhi, Mittal Publication, 1987.
- Verma S.P. and S.K. Sharma (eds.) *Development Administration*, New Delhi, IIPA, 1984.

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

- | | |
|---|---|
| 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. |
| ----- | Restructing Public Administration: Essays in Rehabintation 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. |

- Dunn William N and
Bahman Fozouni
Golembiewski Robert
- Maheshwari S.R.
- Nicholas Henri
- Nigro Felix A and Lloyd D. Nigro
- Ott Steven & E.W. Russel
- Self Peter
- Shafritz Jay M & E. W. Russel
- Uveges Joseph A Jr. (eds.)
- Toward A Critical Administrative Theory*, Delhi, Sage, 1976.
- Public Administration as a Developing Discipline*, New York, Marcel Dekker, 1987.
- Administrative Theories*, New Delhi, Allied, 1994.
- Public Administration and Public Affairs*, New Delhi, Prentice Hall, 2006.
- Modern Public Administration*, New York, Harper and Row, 2000.
- Introduction to Public Administration: A Book of Readings*, Delhi, Longman, 2000.
- Administrative Theories and Politics*, London, George Allen, 1977.
- Introducing Public Administration*, New York, Longman, 2003.
- Public Administration: History and Theory in Contemporary Perspective*, New York, Marcel Dekker, 1982.

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.

Suggested Readings

- Addison Michael E. *Essentials of Organisation and Methods*, London, Heinemann, 1971.
- Axelrod R.H. *Terms of Engagement: Changing the Way We Change Organizations*, San Francisco, CA, Barrett Kochler, 2000.
- Burke W.W. *Organisation Development: A Process of Learning and Changing*, MA Addison, Wesley, 1994.
- Cabinet Secretariat Department of Personnel and Administrative Reform *Work study: O & M Techniques*, New Delhi Latest Edition.
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- Leffing Well W.H. & E.M. Robinson *Textbook of Office Management*, New Delhi, Macgraw Hill, Latest Edition.

- Littlefield Rachel and Others *Management of Office Operations*, New Delhi, Prentice Hall, Latest Edition.
- Morgan Colin & Stephen Murgatroyd *Total Quality Management in the Public Sector: An International Perspective*, Philadelphia, Open University Press, 1997.
- Quible Zane K. *Introduction to Administrative Office Management*, Cambridge, Winthrop, Latest Edition.
- Srinath I.S. *PERT and CPM: Principles and Applications*, New Delhi, East West Press, Latest Edition.
- Swarup Kanti, P.K. Gupta & Manmohan *Operations Research*, New Delhi, Sultan Chand & Sons, 2003.
- Terry G.R. *Office Management and Control*, Irwin, Honey, Latest Edition.
- United Nations *Use of Modern Management Techniques in Public Administration*, New York, 1979.
- West Jeromine Levy & Ferdinane K.A. *Management Guide to PERT/CPM*, New Delhi, Prentice Hall of India, 1972.

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.

Suggested Readings

- Craig P.P. *Administrative Law*, 5th edition London, Thomson, 2003.
- Jain M.P. & S.N. Jain *Principles of Administrative Law*, New Delhi, Wadhwa & Co., 2002.
- Justice Thakker C.K. *Administrative Law*, Lucknow, Eastern Book Co. Latest Edition.
- Kagzi M.C. Jain *The Indian Administrative law*, Delhi, Universal, 2002.
- Kesri P.D. *Lectures on Administrative Law*, Delhi, Central Law Publication, Latest Edition.
- Massey I.P. *Administrative Law*, New Delhi Eastern Book Company, 2006.
- Pandey J.N. *Constitutional Law in India* New Delhi, Central Law Agency, Latest Edition.
- Saha Tushar Kanti *Administrative Law*, New Delhi Kanishka, 2001.
- Sathe S.P. *Administrative Law*, New Delhi, N.M. Tripathi Pvt. Ltd., Latest Edition.
- Takwani C.K. *Lectures on Administration*, Eastern, Latest Edition.
- Wade H.W.R. & C.F. Forsyth *Administrative Law*, Ninth Edition, OUP, 2005.

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

Suggested Readings:

- | | |
|--------------------------------------|---|
| 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. |

Singh Nirmal

Organisational Behaviour: Concepts, Theory and Practices, Deep and Deep, New Delhi, 2003.

Schermerhorn John, James Hunt and Richard Osborne

Organisational Behaviour, New York, John Wiley and Sons, 2000.

Woodward J.

Industrial Organisations: Theory and Practice, OUP, 1980.

Hersey P. & K. Blanchard

Management of Organisational Behaviour, Englewoodcliffs, NJ, Prentice Hall, 1969.

Sorenson P. & B. Baum

Perspectives on Organisational Behaviour: An Introduction and Overview Campaign, IL, Stipes, 1974.

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.

Suggested Readings

- Bos Dieter *Privatisation: A Theoretical Treatment*, Oxford, 1991.
- Government of India *Five Year Plan Documents*
- Gupta K.R. *Issues in Public Enterprises*, New Delhi, S.Chand, Latest Edition.
- Hanson A.H. *Public Enterprises and Economic Development* London, Routledge and Kegan, 1972.
- Khera S.S. *Government in Business*, Delhi, National, 1977.
- Marathay S.S. *Regulation and Development*, New Delhi, Sage, Latest Edition.
- Mathur B.L. (ed.) *Financial Management in Public Enterprises*, Jaipur, RBSA, Latest Edition.
- Mittal D.K. *Price Policy for Public Enterprises*, New Delhi, Anmol, Latest Edition.
- Narain Laxmi *Principles and Practice of Public Enterprise Management*, New Delhi, S.Chand, Latest Edition.
- Ramanadham V.V. *The Working of Public Sector*, Bombay, Allied, Latest Edition.
- Ramanadhan V.V. *Privatization in Developing Country*, London, Routledge, 1989.
- Steppan J. Bailey *Public Sector Economics, Theory, Policy and Practice*, London, 1995.
- United Nations *Organisation, Management and Supervision of Public Enterprises in Developing Countries*, New York, 1974.
- World Bank *Bureaucrats in Business, the Economics and Politics of Government Ownership*, New York, World Bank, 1995.

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.

Suggested Readings

- Bailey Kenneth D. *Methods of Social Research 1982*, New York The Free Press, 1982.
- Blondel J. *Thinking Politically*, Wild-wood House, 1976. London.
- Brenner M.J. J. Brown and D Canter. (ed.) *The Research Interview: Uses and Approaches*. London, Academic Press, 1985.
- Bulmer M. (ed.) *Sociological Research Methods: An Introduction*, London, Macmillan, 1984.
- Burgess R. *In the Field: An Introduction to Field Research*, London, Allen and Unwin, 1984.
- Burns Robert B. *Introduction to Research Methods*, (4th ed.) London, Sage Publications, 2000.
- Burton T.L. and G.L. Cherry *Social Research Techniques*, London, Unwin Hyman, 1989.
- Cohen N.R. & Ernest Nigle *Introduction to Logic*, New York, NY, Macmillan, 1976.
- Dogan M. and S: Rokkar (ed.) *Quantitative Ecological Analysis in the Social Sciences*, Cambridge, Massachusetts, MIT Press, 1969.
- Gestinger L. & Katz.D. (ed.) *Research Methods in the Behavioural Sciences*, New Delhi, Amerind, 1976.
- Eazarsteld P.F. & M. Rosenberg *The Language of Social Research*, New York, NY, FP, 1995.
- Gomm Roger and Others (ed.) *Case Study Method*, New Delhi, Sage Publications, 2004.
- Grbičh Carol *New Approaches in Social Research*, New Delhi, Sage Publications, 2004.
- Johnson J. B. and R.A. Joslyn *Political Science Research Methods*, Washington, DC, C.Q. Press, 1986.

- Kerlinger Fred N. *Foundations of Behavioural Research*, New York, Holt, Rinehart and Winston Inc., 1964.
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- Nachmias David and Nachmias *Research Methods in the Social Sciences* (2nd ed.), New York, St. Martins Press, 1981.
- Popper K. R. *The Logic of Scientific Discovery*, London, Hutchinson, 1959.
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- Russel Langley *Practical Statistics*, London, Pan Books, 1970.
- Sarantakos S. *Social Research* (2nd ed.), London, Macmillan Press Ltd, 1998.
- Shively W.P. *The Craft of Political Research*, NJ Englewood Cliffs, NJ, Prentice Hall, 1980.
- Thomas R. Murray *Blending Qualitative and Quantitative Research Methods in Theses and Dissertations*, USA, Corwin Press, Inc., 2003.
- Young Pauline V. *Scientific Social Surveys and Research*, New Delhi, Prentice Hall, 1968.
- Yin R. K. *Case Study Research: Design and Method* (revised ed.), Newbury Park, C.A., Sage Publications, 1989.

**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

- | | |
|---------------------|--------------------------------|
| (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.

TEACHING FACULTY
DEPARTMENT OF POLITICAL SCIENCE

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5.	Dr. S.A.M. Pasha, Reader	011-26981717	3532
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7.	Dr. Mohd. Muslim Khan, Reader	011-26981717	3545
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