

M.A. PUBLIC ADMINISTRATION

FIRST YEAR

PAPERS	Subject	Max. Marks	Exam Hrs
1	Organizational Behavior	100	3
2	Administrative Theories	100	3
3	Principles of Organization and Management	100	3
4	Administrative Law	100	3
5	Contemporary Public Administration	100	3

SECOND YEAR

PAPERS	Subject	Max. Marks	Exam Hrs
1	Human Resource Management	100	3
2	Financial Administration	100	3
3	Development Administration	100	3
4	Public Policy Analysis	100	3
5	Indian Administrative System	100	3

FIRST YEAR

Paper – 1

ORGANISATIONAL BEHAVIOUR

UNIT – I

Understanding Organizational Behaviour – Meaning – Importance – Historical Development of Organisation Behaviour – Organisation as a Social System – Socio – Technical System – Open System – Factors Influencing Organizational Behaviour – Environmental Factors – Constraints over organization & Managerial performance.

UNIT – II

Understanding Individual : Nature of Man – Similarities and Differences Among Individuals – Models of Man – Personality – Stages of Personality Development – Determinants of Personality – Learning – Perception – Factors Influencing Perception – Perceptual Distortion – Values – Attitudes – Attitudes formation – Role Behaviour – Status – Sources and problems of Status.

UNIT – III

Understanding Groups : Meaning of Group and Group Dynamics – Reasons for the formation of Groups – Characteristics of Groups – Theories of Group Dynamics – Types of Groups in Organizations – Group cohesiveness – Factors influencing group cohesiveness – Group Decision making process – Small Group Behavior.

UNIT – IV

Leadership & Motivation : Leadership concept – Characteristics – Leadership Theories – Leadership styles – Managerial Grid – Leadership Continuum – Leadership Effectiveness. Motivation – Concepts & Importance – Motivators – Financial & Non- Financial – Theories of Motivation.

UNIT – V

Management of Change : Meaning – Importance – Resistance of Change – Causes – Dealing with Resistance to Change – Concepts of Social Change & Organisational Change – Factors contributing to Organizational Change – Introducing Change in Large organizations – Change Agents – Organizational Development – Meaning & Process.

UNIT – IV

Organizational culture, Conflict & Effectiveness : Organizational culture and Organizational Climate – factors Influencing Organizational Culture – Morale 0 Concept – Factors Influencing Morale – Organizational Conflict – Causes & Types – Managing conflict – Organisational Effectiveness – Indicators o Organizational Effectiveness – Achieving organizational effectiveness.

Reference:

1. Rao, VSP and Narayanan, PS, “Organizational Theory and Behaviour” : Konark Publishers Pvt. Ltd., Delhi.
2. Davis, Keith and Newstron, W. John. “Human Behaviour at Work”, Mc Graw Hill Book Co., International Edition.
3. Prasad, L.M. “Organizational Theory and Behaviour”., Sultan Chand and Sons. New Delhi.
4. Sekaranm Uma, Uma. “organizational Behaviour – Text and Cases”, Tata MC Graw Hill Publishers Ltd, New Delhi.
5. Hersey, Paul and Blnachard, Ken, “Management of Organizational Behaviour – Utilizing Human Resources” Prentice Hall of India Ltd.

Paper – 2

ADMINISTRATIVE THEORIES

UNIT – I

Introduction – Meaning of Organization – Functions of the Organization Bases of Organization.

UNIT – II

Organization Theories – Scientific Management Theory of F.W. Taylor Bureaucratic Theory of max Weber – Classical Theory of Organization.

UNIT – III

Human Relations Theory of Organizations by Elton Mayo – Behavioral Approach – Systems Approach.

Reference:

1. Administration Theories By D. Ravindra Prasad & V.S. Prasad.
2. Public Administration By Avasthi & Mahaeshwari.

Paper – 3

PRINCIPLES OF ORGANIZATION & MANAGEMENT

UNIT – I

Introduction – Hierarchy – Unity of command, Span of Control – Authority & Responsibility – Co-ordination – Supervision – Delegation.

UNIT – II

Management : Meaning – Nature – Tasks Participative Management – Tests of Good Management.

UNIT – III

Leadership, Policy formation – Decision Making. Planning – Communication.

Reference:

1. Public Administration By Avasthi & Maheswari.
2. Public Administration By Sharma & Sadana.

Paper – 4
ADMINISTRATIVE LAW

UNIT – I

Meaning, Nature, significance : Legislation – Advantages of delegated Legislation.
Safeguards in Delegated legislation.

UNIT – II

Delegated legislation in India – Parliamentary control of Subordinate Legislation in India.

UNIT – III

Administrative Tribunals : Emergence & Significance of Administrative Tribunals – quasi – Judicial Income Tax Applicable Tribunal – Railway Rates Tribunal Central Administrative Tribunal.

UNIT – IV

Administrative Tribunals – Limitations & methods of Ensuring Effectiveness – Two main types of Administrative Adjudication ; Advantage & disadvantages of Administrative Tribunals.

Reference:

1. Administrative Law – By Thakwani.
2. P.A. Theory & Practice – Avasthi & Maheswari.

Paper – 5

CONTEMPORARY PUBLIC ADMINISTRATION

UNIT – I

Meaning – Kautilaya – Origin of State – System of Monarchy – duties of king – officers of the state – Revenue Administration – Personal Administration – Planning & Budgeting – Decentralization – Appraisal.

UNIT – II

Mughal Administration : Introduction – Salient Features – Chief department of administration – Provincial Administration – Administration of Law & Order – Local Administration – Revenue Administration.

UNIT – III

Area Administration – District Collector – Urban local Govt. – Panchayat Raj.

UNIT – IV

Civil Services System : Structure & Recruitment – Public Service Commission – Union & State – Civil Service Training.

Reference:

1. Indian Administration By Rajini Goyal.
2. Indian Administration By Ramesh Arora & S.R. Maheswari.

SECOND YEAR

Paper – 6

HUMAN RESOURCE MANAGEMENT

UNIT – I

Nature and Scope of Human Resource Management (HRM) : Human Resource Management : Meaning – Nature – Scope – Objectives – Personnel management Vs. HRM – Importance of HRM – Problems of HRM – HRM as a Profession.

Functions of HRM – Classification of HRM Functions – Managerial Functions and Operative Function – Organization of HRM Department – Qualities and Qualifications of Personnel / Human Resource Managers. Environmental Influences of HRM – Influence of External and Internal Environmental Factor of HRM.

UNIT – II

Human Resource Planning, Recruitment and Selection : Human Resource Planning – Meaning – Need and Importance – Objectives – Problems – Process – Responsibility – Meaning – Factors Influencing Recruitment – Recruitment Policy – Problems in Recruitment – Organization for Recruitment – Sources of Recruitment – Recruitment Practices in India.

Selection – Meaning – Factors affecting Selection Decisions – Selection policy – Steps in Selection. Techniques of Selection – Application Blanks – Psychological Tests – Objectives – Uses Limitations – Interviews – Types – Process – Guidelines for Effective Interviews – Limitations of Interview Techniques. Placement – Meaning and principles – Placement Policy – Induction – Meaning and Objectives.

UNIT – III

Job Analysis, Description, Evaluation, Design : Job Analysis – Meaning of job and Job Analysis – Purpose – Uses – Contents – Steps in Job Analysis – Techniques of Job Analysis. Job Description – Purpose – Contents – Uses – Limitations, Guidelines for Job Description – Job Specifications. Job Evaluation – Meaning – Objectives – Procedure – Uses – Limitations – Job Evaluation Methods : Ranking Method, Grading Method, Point System – Factor Comparison Method, Market Pricing Method, Job Pricing Methods – Essentials of Job Evaluation. Job

Design – Meaning – Approaches to Designing Jobs – Guidelines for Job Designing – Techniques for Designing Jobs – Job Simplifications, Job Enlargement.

UNIT – IV

Development of Human Resources : Meaning of Training, Development and Education – Training : Need and Importance – Objectives – Types – Steps in Training Programme – Organization of Training Programmes – Evaluation of Training programmes – Concepts of Management Development programmes – Essentials of Management Development Programmes.

UNIT – V

Transfers, Promotion, Discipline and Compensation : Transfers – Objectives Transfer Policy. Promotion – Purpose – Promotion Policy – Demotion. Discipline – Meaning – Positive and Negative Aspects of Discipline – Causes of Indiscipline – Disciplinary Procedure – Maintaining Discipline – Compensation : Objectives of Compensation Functions – Principles – Factors Influencing Wage and Salary – Fringe Benefits – Coverage of Fringe Benefits – Fringe Benefits in India – employee Services.

UNIT – VI

Performance Appraisal : Meaning – Need and Importance – Objectives – problems in performance Appraisal – Factors Influencing performance Appraisal - Responsibility for Appraisal – Techniques of performance Appraisal – Traditional Techniques – Straight Ranking Method – Paired Comparison Method – Man-to-Man Comparison Method – Grading Method – Linear Rating method – Forced Choice Description Method – Free Essay Method – Linear Rating Method – Forced Choice Description method – Free Essay Method – Critical Incident Method – Group Appraisal Method – Field Review Method.

Modern Techniques of Performance Appraisal – Appraisal by MBO – Assessment Centre Method – Human Assets Accounting Method – Behaviorally Anchored Rating Scales.

Quality of Working Life : Meaning – Issues in Quality of Working Life – Measuring Quality of Working Life – Obstacles to quality of Working Life programmes – Quality Circles – Techniques – How to make Quality Circles Effective.

Reference:

1. Yodar, Dale, Personnel Management and Industrial Relations – Prentice Hall of India, New Delhi.
2. Jucious, M.T. Personnel Management, Richard D. Irwin.
3. Flippo, M.T. Personnel Management, McGraw Hill Kogahusha, New Delhi.
4. Robbins, Stephen, P. Personnel : The Management of Human Publishing, Prentice Hall Inc : Engle Wood Cliffs, New Jersey.
5. Memoria, C.B., Personnel Management, Himalaya Publishing House, Bombay.
6. Muniramappa C.M. Shankaraiah, A., Kamaraju Panthulu, Personnel Management and Industrial Relation, Excel Publications New Delhi.

Paper – 7

FINANCIAL ADMINISTRATION

UNIT – I

Administration & finance – Budget – Heart of Management , Budget – a tool of Legislative Heart of Management, Budget – Its Economic & Social Implication.

UNIT – II

Preparation of Budget – Enactment – voting on Taxes – Finance Bill – Post Budgetary Control of Ministry of Finance.

UNIT – III

Performance Budget – Zero budget Meaning & Advantages – Financial Committee of Parliament of India.

UNIT – IV

Audit – Meaning – Audit in U.K., U.S.A, India. Comptroller and Auditor General – Separation of Accounts from Audit.

Reference:

1. Public Administration – By Avasthi & Maheswari.
2. Financial administration – By Thiagi.

Paper – 8
DEVELOPMENT & ADMINISTRATION

UNIT – I

Development & Administration – Meaning – Nature – Scope – Importance.

UNIT – II

Political, Economic & Socio – Cultural context of D.A. – Concept of Administrative development.

UNIT – III

Riggs “ concept of Development Administration.

Reference:

1. Public Adiministration – By Avasthi & Avasthi
2. Public Adiministration – By Mohit Bhattacharya.

Paper – 9
PUBLIC POLICY ANALYSIS

UNIT – I

Reference of Policy making in Public Administration.

UNIT – II

Process of Policy implementation.

UNIT – III

Process of evaluation.

Various Policies of the Govt.

Economic – Health – Education – Environment – Population – Industrial.

Reference:

1. preventive Social Medicine – Park & Park.
2. Introduction to Sociology – By Vidhya Bhushan Sachdeva.
3. Public Administration Theory & Practice – By Bhattacharya.
4. Public Administration – By Avasthi & Maheswari.

Paper – 10
INDIAN ADMINISTRATIVE SYSTEM

UNIT – I

Evolutionary Perspective of Indian Administration – Administration under British rule – Preamble – Fundamental rights – Directive Principles of State Policy – Parliamentary Democracy.

UNIT – II

Union Executive : Indian President – Prime Minister – Council of ministers and cabinet – Cabinet Secretariat.

UNIT – III

State Administration :

Governor – Chief minister – State Council of Ministers – Chief secretary – State Secretariat.

UNIT – IV

Local Administration :

73rd Amendment Act : 74th Amendment Act – Panchayat Raj – Urban local government.

Reference:

1. Indian Public Administration – By Rajni Goyal & Ramesh Arora.
2. Indian Public Administration – By S.R. Maheswari.