



**Directorate of Distance Education  
Kurukshetra University  
Kurukshetra - 136 119**

**Syllabus & Courses of Reading  
M.A. (Previous) Public Administration  
(Annual System) Session 2018-19  
New Scheme**

**Paper-I : Administrative Theory**

Maximum Marks: 80

Internal Marks: 20

Time : 3 Hours

**Note:** There will be one compulsory question of multiple choice in UNIT-I and Eight questions will be set from Unit-II to Unit-V of the syllabus, two questions from each unit. Candidates are required to attempt one question from each unit. All questions carry equal marks.

**Unit-I** There will one compulsory question in the UNIT-I and it will be Multiple Choice Question (MCQ) type and will be based on the syllabus prescribed in other four units (UNIT-II to UNIT-V) of the syllabus.

**Unit-II:** Meaning, Nature, Scope and Significance of Public Administration, Public and Private Administration: Its Role in Developed and Developing Societies. Ecology of Administration: Social, Economic, Cultural, Political and Legal. Evolution of Public Administration as an independent discipline; New Public Administration; and New Public Management Perspective. Approaches to the study of Public Administration — Behavioral, System and Structural — Functional Approach.

**Unit-III:** Theories of Organisation: Concept of Organisation, Formal and Informal Organisation, Scientific Management Theory, Bureaucratic Theory, Public Choice Theory, and Human Relations Theory, Organisational Effectiveness. Principles of Organisation: Hierarchy, Span of Control, Unity of Command,

Authority and Responsibility, Centralization and Decentralization, Delegation, Supervision, Coordination.

**Unit- IV:**

Structure of Organisation: Chief Executive — Role and Functions, Line, Staff and Auxiliary Agencies, Departments, Corporations, Companies, Boards and Commissions, Headquarters and Field Relationship. Administrative Behaviour - Decision-Making and Contributions of Herbert Simon, Leadership, Communication, Morale and Motivation.

**Unit-V:**

Accountability and Control — Concept of Accountability and Control, Legislative, Executive and Judicial Control over Administration, Transparency in Administration, Citizens and Administration. Delegated Legislation — Meaning, Types, Advantages, Limitations, Safeguards, Meaning Policy, Formulation, Implementation and Evaluation.

**Books Recommended**

1. Avasthi and Maheshwari: Public Administration, Laxmi Narain Aggarwal, Agra, 1988.
2. D.R. Sachdeva and Meena Sogani — Public Administration: Concept and Application, Associated Publishing House, New Delhi, 1989.
3. M.P. Sharma and B.L.Sadana: Public Administration in Theory and Practice, Kitab Mahal, Allahabad, 1988.
4. J.D. Straussman: Public Administration, Holt, Rinehart and Winslow, New York, 1985.
5. Mohit Bhattacharya: Public Administration, Calcutta: World Press (2nd Ed.) 1991.
6. A.R. Tyagi, Public Administration — Principles and Practices, Delhi Atma Ram & Sons (6th ed.) 1992.
7. S.L.Goel: Public Administration (Theory & Practice), New Delhi: Deep & Deep Publications 2003
8. C.P.Bhambhari: Public Administration — Theory and Practice, Meerut, Jaiparkash Nath Publishers (ed.) 1992-93.

**Paper-II : Public Personnel Administration**

Maximum Marks: 80  
Internal Marks: 20  
Time 3 Hours

**Note:**

There will be one compulsory question of multiple choice in UNIT-I and Eight questions will be set from Unit-II to Unit-V of



the syllabus, two questions from each unit. Candidates are required to attempt one question from each unit. All questions carry equal marks.

- Unit-I :** There will one compulsory question in the UNIT-I and it will be Multiple Choice Question (MCQ) type and will be based on the syllabus prescribed in other four units (UNIT-II to UNIT-V) of the syllabus.
- Unit-I:** Public Personnel Administration — Concept, Nature, Scope, and Significance. Bureaucracy: Meaning, Concepts, Types, Recent Trends and Its Role in Modern Society. Public Services and their Importance in Modern Society.
- Unit-II:** Personnel System in India with reference to: Recruitment, Classification, Training, Promotion, Service Conditions and Conduct Rules, Disciplinary Actions and Removal and Appeals, Retirement Benefits, Central Administrative Tribunals.
- Unit-IV:** Personnel System in UK with reference to Recruitment, Classification, Training, Promotion, Conduct Rules, Disciplinary Actions, Removal and Appeals and Retirement Benefits. Whitleyism in UK.
- Unit-V:** Personnel System in France and USA with Reference to Recruitment, Classification, Training, Promotion, Disciplinary Actions; Removal; and Appeals and Retirement Benefits. Political Rights and Rights to Strike of Civil Servants in USA & France.

**Books Recommended:**

1. D.N.Balcher,: Wage and Salary Administration, 2nd Ed., Prentice Hall, Englewood Cliffs, New Jersey, 1962.
2. David E. Kalinge: Public Personnel Management, IPMA, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1986.
3. India: Administrative Reforms Commission, Report on Personnel Administration 1969.
4. G.P. Pilonia and Hoshier Singh: Administration and Social Change, Jaipur: Printwell Publishers, Tilak Nagar, 1985.
5. C.M. Jain, Public Personnel Administration, Jaipur, College book Depot, 2003
6. V.M.Sinha: Personnel Administration, (English & Hindi) Jaipur, RBSA Swai Man Singh Highway 1985.
7. P Ghosh,: Personnel Administration, New Delhi, Sudha Publication 1975.
8. O. Glenn Stanl: Public Personnel Administration, 7th Ed., Oxford IBH Publication Company, New Delhi 1977.

9. Edwin, B. Flipppo: Principles of Personnel Management, 4th Ed., McGraw Hill, Kagakusha Ltd. 1976.
10. Maurice W. Cuning: Theory and Practice of Personnel Management: London, Heinemann 1968.
11. S.L.Goel, Public Personnel Administration, New Delhi: Deep & Deep Publishers, 2004
12. Government of India: Reports of Pay Commissions, New Delhi
13. Anne Stevens: The Government and Politics of France, London: Macmillan 1992.
14. S".R.Maheshwari: The Higher Civil Services in France, New Delhi, Allied Publishers 1988.

### **Paper-III : Financial Administration**

Maximum Marks: 80

Internal Marks: 20

Time : 3 Hours

**Note :** There will be one compulsory question of multiple choice in UNIT-I and Eight questions will be set from Unit-II to Unit-V of the syllabus, two questions from each unit. Candidates are required to attempt one question from each unit. All questions carry equal marks.

**Unit-I:** There will one compulsory question in the UNIT-I and it will be Multiple Choice Question (MCQ) type and will be based on the syllabus prescribed in other four units (UNIT-II to UNIT-V) of the syllabus.

**Unit-II:** Meaning, Scope and Significance of Financial Administration. Agencies involved in Financial administration. Budget: Concept of Budget, Budgetary Process — Formulation, Enactment and Execution, Performance Budgeting, Zero Based Budgeting. E-Governance and Financial Administration.

**Unit-III:** Fiscal Federalism in India. Objectives of the Fiscal Policy; Interdependence of Fiscal Policy and Monetary Policies. Centre-State Financial Relations in India. Tax Administration: Characteristics of Good Tax System; Structure at Union level; Problems and Suggestions.

**Unit-IV:** Development Financial Institutions: IFCI; IDBI, SFC; Cost Benefit Analysis: Meaning, Scope, Techniques. Working Capital: Concept, Component, Importance. Factors Affecting Working



Capital Requirement. Financial Control Agencies: Parliamentary Financial Control, Public Accounts Committee, Estimates Committee, Committee on Public Undertaking, Parliamentary Standing Committees

**Unit-V:** Finance Ministry: Organisation and Working. Accounting and Audit System in India: Role of Comptroller & Auditor-General (CAG). Reserve Bank of India: Organisation and Functions, Monetary Policy and Instruments of Credit Control. Indian Money Market (IMM): Composition, Features and Reforms.

### **Books Recommended**

1. A Sarapa,: Public Finance in India, Kanishka Publishers Distributors, New Delhi, 2004.
2. Manjusha Sharma & O.P.Bohra, Bhartiya Lok Vitta Prashasan, Ravi Books, Delhi 2005
3. B.P. Tyagi: Public Finance, Meerut, Jai Prakash Nath 1997.
4. G.S.Lal: Financial Administration in India, New Dethi, HPJ Kapoor, 1987.
5. MJK Thavaraj: Financial Administration in India, Delhi: Sultan Chand & Sons, 1996.
6. Andley, Sundharam: Public Finance, Agra: Rattan Prakashan Mandir, 1979.
7. Ruddar Dutt & K.P.Sundharam: Indian Economy, New Delhi, S. Chand & Co. Pvt. Ltd. 1997
8. M.Y.Khan and P.K.Jain: Finance Management, New Delhi, Tata McGraw Hill 1982,
9. R.N. Srivastava: Management of Financial Institutions, Bombay, Himalaya Publishing House, 1988.
10. C.P.Bhambhri: Public Administration in India, Bombay: Vikas Publishing House, 1973.
11. S.L.Goel, Public Financial Administration, New Delhi, Deep & Deep Publications, 2004.
12. Dutt and Sundharam: Indian Economy, Delhi: S.Chand & CO.2004.

### **Paper-IV : State Administration**

Maximum Marks : 80

Internal Marks : 20

Time : 3 Hours

**Note :**

There will be one compulsory question of multiple choice in UNIT-I and Eight questions will be set from Unit-II to Unit-V of the syllabus, two questions from each unit. Candidates are

required to attempt one question from each unit. All questions carry equal marks.

**Unit-:** There will one compulsory question in the UNIT-I and it will be Multiple Choice Question (MCQ) type and will be based on the syllabus prescribed in other four units (UNIT-II to UNIT-V) of the syllabus.

**Unit-II:** State Machinery, Structural Evolution, Reorganization of States. The Linguistics Principle. Centre-State Relationship: Administrative Dimensions. The office of the Governor. Role-Expectation and Role-Realization. Relationship with Political Executive.

**Unit-III:** Organisation of State Government. General Administration Department. Home Department, Education Department and Finance Department. Special Agencies of State Government: Advocate General; Board of Revenue; Financial Commissioners; and Vigilance Commission.

**Unit-IV:** Divisional Commissioner. District Administration. Role of Deputy Commissioner in Development. District Development Administration. The District Development Officer. Administration and Politics. Grassroot Popular Participation. State Planning machinery — Board and Department. District Planning Committee. Planning Exercise Programme Implementation. Planning Human Resources.

**Unit-V:** State Public Service Commission.<sup>1</sup> Leadership Development Programme. Urban Management. Problems of Growing Cities, Municipal and Rural Local Bodies. Directorate of Municipal Administration. Changing Land Use Pattern. Metropolitan Region and its Administration: Special Area Authorities. State Finance Commission.

#### **Books Recommended**

1. Administrative Reforms Commission, Report on State Administration, 1961.
2. C.P. Bhambhri, Bureaucracy and Politics in India.
3. M. Bhattacharya, ed., Urban Government.
4. Asok Chanda, Indian Administration.
5. Foster, Area and Administration.
6. Government of India, Report of the Rural Urban Relationship Committee.
7. IIPA, Organisation of the Government of India.



8. Ziauddin Khan, ed., State Administration in India.
9. S.S. Khera, District Administration in India.
10. S.R. Maheshwari, Local Government in India.
11. M.A. Muttalib and M.A.A. Khan, Theory of Local Government.
12. A.P., Padhi, ed., State Administration in India.
13. M.V. Pylee, Constitutional Government of India.
14. Reports on Administrative Re-Organisation of the state Governments.
15. M.A. Srinivasan, State Administration in Andhra Pradesh.
16. Avasthi & Avasthi, Public Administration in India, Agra, Lakshmi Narain Aggarwal, 2001.
17. Harish Chander Sharma, State Administration in India (Hindi), Jaipur, College Book Depot, 2002.
18. EN. Mangatri, State Administration in India, Harvard University, Press.
19. S.R. Maheshwari, State Governments in India, New Delhi, Macmillan, 2000.

#### **Paper-V (Opt. A): Development Administration**

Maximum Marks: 80

Internal Marks: 20

Time 3 Hours

**Note :** There will be one compulsory question of multiple choice in UNIT-I and Eight questions will be set from Unit-II to Unit-V of the syllabus, two questions from each unit. Candidates are required to attempt one question from each unit. All questions carry equal marks.

**Unit-I:** There will one compulsory question in the UNIT-I and it will be Multiple Choice Question (MCQ) type and will be based on the syllabus prescribed in other four units (UNIT-II to UNIT-V) of the syllabus.

**Unit-II:** Development and Its Dimensions.. Development and Modernization. Problems and Prospects of Development. Approaches of Development. Sustainable Development. Role of Administration in the field of Development. Development Administration: Concept, Nature, Scope, Features and Significance. Objectives of Development Administration. Political Development: Concept, Features and Objectives. Obstacles in Political Development. Social Development: Concept, Features, Objectives, Obstacles and Problems. Status of Development Administration.

- Unit-III** Development Administration and Non-Development Administration Dichotomy. Ecology of Development Administration. Administrative Development: Concept, Need, Problems and Sources, Relations between Administrative Development and Development Administration.
- Unit-IV:** Administrative Organisation for Development at Centre, State and Local levels. Bureaucracy and Development Administration; Citizens and Development Administration. Development Administration and Administrative Capability, NGOs and Development Administration.
- Unit-V** Development Planning: Meaning, Types, Need; Machinery for Development Planning; Process of Development Planning: Formulation and Implementation and Evaluation. Project Formulation, Implementation and Evaluation.

#### **Books Recommended**

1. S.P. Verma and S.K.Sharma (ed.): Development Administration, New Delhi, IIPA.
2. C.N.Bhalerao (ed.): Administration, Politics and Development in India, Bombay, Lal Pani Publishing House, 1972.
3. R. Braibhanti and J.S.Spengler: Administration and Economic Development in India, Duke Univ. Press.
4. UNO: Development Administration: Current Approaches and Trends in Public Administration for National Development, New York, UNI 1975.
5. S.K.Sharma (ed.), Dynamics of Development (Two volumes), New Delhi: Concept Publishing House.
6. Fred W. Riggs (ed.), Frontiers of Development Administration, Durham: N.C. Duke University Press, 1970.
7. Irwing, Swndlow (ed.): Development Administration: Concepts and Problems, Syracuse: NY Syracuse University Press, 1963,
8. Joseph, La Palombara (ed.): Bureaucracy and Political Development, Princeton: NJ Princeton University Press, 1963.
9. Preeta Joshi: Vikash Prashashan, Jaipur, RBSA, Swai Man Singh, Highway, Chaura Rasta 2' Ed. 1991.
10. Gabriel Almond and G.B. Well: Comparative Politics: A Developmental Approach, Oxford & IBH Pub. Co. New Delhi, 1976.
11. Roy Macridis and B. Brown: Comparative Politics, 4th ed. Honwood, Dorsey Press 1972.
12. Cherry Oertzel, Maure Goldschmidth and Donald Rotchild, Government and Politics in Kenya, Nairobi 1970.