

**MANONMANIAM SUNDARANAR UNIVERSITY**  
**DIRECTORATE OF DISTANCE AND CONTINUING EDUCATION**  
**TIRUNELVELI**

**M.A. PUBLIC ADMINISTRATION - SYLLABUS**

**Name of the Course : M.A. Public Administration**

**Duration of the Programme:**

It is a two year Post – programme in Public Administration

**Eligibility for Admission:**

Graduation in any discipline from a recognized university.

**Scheme of Examination:**

**Paper Subject**

**I Year**

- Paper 1 - Administrative Organization
- Paper 2 - Administrative thinkers
- Paper 3 - Principles of management
- Paper 4 - Human Resource Management

**II Year**

- Paper 5 - Public Financial Administration
- Paper 6 - Indian Administration
- Paper 7 - Local Governance in India
- Paper 8 - Issues in Public Administration

## **Paper I**

### **Administrative Organisation**

**Unit I:** Meaning, Nature and Scope of Public Administration – Public and Private Administrative – Politics and Public Administration – Evolution of Public Administration – New Public Administration.

**Unit II:** Principles of Organization – Hierarchy – Span of Control – Delegations of Authority – Unity of Command – Coordination – Centralization Vs Decentralization Authority and Responsibility – Supervision.

#### **Unit III**

Structure of Organisation – Bases of Organisation – Units of Organisation – Departmental Organisation – Public Enterprises – Independent Regulatory Commissions. **Unit IV**

Theories of Organisation – Scientific Management – Theory – Bureaucratic Theory – Formal theory – Human Relations theory – Behavioural Theory – Systems of theory.

#### **Unit V**

Control over Public Administration – Internal- External – Legislative Control – Executive Control – judicial control – Public control.

## **Paper II**

### **Administrative thinkers**

#### **Unit – I** Classical School of Thought

Woodrow Wilson – F.W. Taylor – Henry Fayol – Luther Gullick

#### **Unit – II** Human Relations school

Elton Mayo – Mary Parker Follet

#### **Unit III**

Motivation thinkers

Abraham Maslow – Douglas – McGregor – Herzberg.

#### **Unit – IV**

Neo Classicism and Neo – Humanism

Herbert. A. Simon – Chester I Barnard – Rensis Likert

**Unit – V : Development School**  
F.W. Riggs – Yezkhel Dror.

**Books Recommended for study:**

Merill, Harwood F.(ed.) (1970): Classics in Management, American Management Association.

Ravindra Prasad , d., V.s. Prasad, and P. Saryanarayana (ed.) Administrative Thinkers.

Anthony Tillett, Thomas kemper and Gordon wills (eds.) (1970) Management Thinkers, Middle sex: Peguin Books.

Sheldrake, John, (1996) Management: theory from Taylorism to Japanization, London: International Thompson Business Press.

**Paper – 3**  
**Principles of Management**

**Unit : 1** Introduction

Meaning, Nature, scope, characteristic and functions of management .  
Schools of /management Thought

**Unit II**

Modern Techniques of Management

Problem solving model – Model building – Basic Models including mathematical Model – creativity in Management – theories of creativity – importance of creativity in Management – Management information System(MIS).

**Unit III** Functions of Management – I

Planning : Nature, Types, Steps, Processes, Limitations – Decision making: Process – rationality in decision making – Hindrances in decision making – Coordination: Need, process, principles, techniques of coordination.

**Unit IV** Functions of Management – II

Communication : Nature and process, channels , types, directions, barriers of communication, effectiveness of communication – control: Nature, Meaning importance, areas of control, controlling process, functions. Leadership: Theories of leadership; styles of leadership, Managerial Grid, Fielder’s contingency Model success and effectiveness of leadership.

**Unit V**

New Techniques in Management

Quality Circle – Total quality Management (TQM) – Evaluation and Appraisal in Management.

### **Books recommended for study**

Prasad,L.M., (2000) Principles and Practice of management. New delhi : Sultan and Chand and Sons. Massie josephL., (2000) Elements of Management , New delhi: Prentice Hall of India.

Saksena S.C. (1988) Principles and Practice of management , Agra: Sahitya Bhavan

Ahuja, K.K. (1997) Management and Organization, New Delhi, CBS Publications.

Heinz Wehrich and Harold Koontz (1993) Management : a Global perspective: New york: McGraw Hill Inc.

Proctor, Tony., (1997) The Essence of Management Creativity, New Delhi: Prentice Hall of India.

## **Paper 4**

### **Human Resource Management**

#### **Unit – I Introduction**

Meaning, Definition and Significance of human Resource Management- Scope of the discipline objective and uses of Human Resource Management.

#### **Unit II**

Human Resource Planning

Nature of Human Resource Policy – Organization and implementation of Human Resource Planning – techniques for Determining Human Resource Requirement and Assessment of Human Resource Planning.

#### **Unit – III Human Resource Development**

Recruitment : Process and policy – Methods of recruitment – assessment and improvement of Recruiting selection, training and placement: Career Development Programme.

#### **Unit – IV Interpersonal Behavior**

Worker's participation in Management – grievance redressal system – stress and counseling – employee's stress – employee counseling – types of

counseling – time management – job enrichment – analysis and job evaluation.

### **Unit – V Performance Appraisal**

Functions and objectives of Performance Appraisal – Methods of Performance Appraisal - Methods of Performance Appraisal : Rock and Lewis a- strauss and Sayles – Beatly and Schneier.

#### **Books Recommended for study:**

R.S. Dwivedi (1997) Managing Human Resources: Personnel Management in Indian enterprises, New Delhi: Galgotia Publishing Company.

P. Subha Rao(2002) Personal and Human Resource Management : Text and Cases, Mumbai: Himalaya Publishing House.

Arun Monappa (1997) Managing Human Resources, Delhi: Macmillan Indian Ltd.,

Edwin B. Flippo(1984) Personnel Management , New York: Mc Graw Hill Book company.

## **Paper V**

### **Public Financial Administration in India**

#### **Unit I**

Meaning, Nature and Scope of public Financial Administration – Budget – Principles of Budget – Kinds of Budget.

#### **Unit II**

Phases of Budgeting – Preparation, enactment and Execution of Budget – financial Ministry.

**Unit III** Accounts and Audit – Comptroller and Auditor General of India – Separation of Accounts from Audit.

#### **Unit IV**

Centre – State financial Relations – Finance Commission – Planning Commission.

#### **Unit V**

Control over Finance – Public Accounts committee , Estimate Committee and Committee of Public undertakings.

## **Paper – 6**

### **Indian Administration**

#### **Unit – I** Introduction

Evolution of Indian Administration: Ancient, Mogul and British – Constitutional Framework of Indian Administration.

#### **Unit II**

Central Administrative Structure

Political Executive at the Union level – President – vice President and Prime Minister – Council of Ministers – Central Secretariat – Cabinet Secretariat – Prime Minister's Office (PMO) Planning Commission – Finance Commission and National Development Council – Union Public Service Commission – Election Commission – Comptroller and Auditor General – Attorney General.

#### **Unit III** Administrative Services in India

All India Services and Central Services – Staff Selection Board – civil Service Reforms – Need for new outlook in Administration – Administrative Changes and Reforms – Organization and Methods (O&M).

#### **Unit – IV** State Administration in India

State Administration: Governor, Chief Minister, Council of Ministers, State Secretariat – State Public Services and State Public Service Commission- Planning Machinery at the state and district levels – district and Local Administration.

#### **Unit – V** Issues in Indian Administration

Relationship Between Minister and Secretary – Generalists Versus specialists – Union – State – Relations – Redress of Public Grievances- Rights of the Civil servants

#### **Books Recommended for study:**

S.r. Maheswari, Indian Administration, New Delhi: Orient Longman.

Ramesh K. Arora, And Rajani Goyal (2001) Indian Public Administration: Institutions and issues, New Delhi: Vishwa Prakashan for New Age International(P) Ltd.

Hoshiar Singh., and Mohinder Singh., (1989) Public Administration in India., New Delhi: Sterling Publications.

Hosihar Singh(2000) Indian Administration, New Delhi: Sterling.

**Paper – 7**  
**Local Governance in India**

**Unit – I Introduction**

Local Evolution of Rural and urban local governance in India. Seventy third and seventy fourth constitutional amendments.

**Unit – II Rural Local Institutions**

Three Tier system of panchayat Raj institutions – objectives of Panchayat Raj institutions – Powers and functions of Panchayat Raj institutions – Finances of Panchayat Raj bodies.

**Unit – III Urban Local Institutions in India'**

Townships – Notified Area committees – Cantonment Boards- Powers and Functions of Urban local Bodies – Finances of the Municipal Bodies.

**Unit – IV Implementation of the Development Programmes**

Rural Development Programmes : Awarna Jayanthi, Gram Swarozgar Yojana – jawahae Graw Samidhi yojana – Annapuran scheme – Indira Awas Yojana – Integrated Waste Land Development Programme – Watershed – Development Project – Drought Areas Programmes – Urban Development Programmes : Integrated Development Small and Medium Town (IDMST), Integrated Urban Development Programme, Development of Metropolitan Cities Programme.

**Unit – V Issues in Local Governance**

Socio- Economic Development of Weaker Sections – Problem of Urban poor – women in Panchayat Raj Bodies – Priorities for Weaker Sections in Panchayat Raj Bodies – Public Participation in Urban Development Programmes.

**Books Recommended for study:**

Maheswari,.S.R. (1997) Local Government in India, Agra: Lakshmi Narayan.

Dhaliwal,S.S. (1999) Municipal Administration, New Delhi: Deep and Deep.

Raiman Pattanayak (2002) Local Government Administration Reform, New Delhi: Anmol Publications(p) Ltd.,

## **Paper VIII**

### **Issues in Public Administration**

#### **Unit –I**

Public Policy Analysis – Relevance of Policy Making in Public Administration. The Process of Policy. Formulation and Implementation.

#### **Unit II**

Administrative Law – Delegated Legislation – Administrative Tribunals.

#### **Unit III**

Public Enterprises – Forms of Public Enterprises – Problems of Public enterprises – Privatisation.

#### **Unit – Iv**

Law and order Administration – Police Administration at the State Level – Police Administration at the central level.

#### **Unit V**

Administrative Reforms – Organisation and method – work study – Work measurement – Process and obstacles of Administrative Reforms.

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