

**CONTENTS
SECTION - A**

Chapter 1 **1-61**

INTRODUCTION

Meaning and scope, Narrow and Broad Definitions, Scope of Public Administration, Administration and management, Administration is above management, Administration is a part of management, Management and Administration are same, Nature of Public Administration. The Posdcorb view of Administration, Philosophy of Public Administration, Common Elements of Public Administration, Approaches to the study of Public Administration, Public and Private Administration, Control over Public Administration, Executive Control, Judicial control, Recent Advances in the Discipline of Public Administration, Modern Theory, The Cybernetic Model, Recent Developments, New Public Administration, New Public Administration Phase II 1988, Summing up UPSC CS (Main) Examination Questions.

Chapter 2 **62-132**

THEORIES OF ADMINISTRATION

Scientific Management, Bureaucratic Theory, Weberian Model of Bureaucracy and Development Administration, Classical Theory, Other Administration Theorists. Luther Gulick's Contribution, Human Relations Theories, Comparison between classical and Human Relations Theory, Behavioural Approach, Situational Theories, Concept of Environment, General (Societal) Environment. Specific (Task) Environment, Environmental Factors, Impact of Environment, Internal Environment, Impact of Internal Environment on Managers, Barnard and Social Systems. Theory Contributions of Herbert Simon, Contributions of Hawthorne. Experiments, Criticisms of Hawthorne Experiments, Contributions of Behavioural scientists, contributions of systems scientists, UPSC CS (Main) Examination Questions.

Chapter 3 **133-177**

PRINCIPLES OF ADMINISTRATION

Limitation of Hierarchy Evaluation, Control System, Definition of Control, Controlling and other functions, Importance of Control Steps in controlling, Essentials of effective Control System, Behavioural Implications of Control, Control and Organisational Factors, Overcoming Behavioural Problems of Management by Exception, Control Areas, Principles in Delegation, Factors in Inadequate Delegation, Consequence of Inadequate delegation, Remedies,

Measurement of Degree of Decentralisation. Benefits of Centralisation. Benefits of Decentralisation, Line and Staff, Coordination and Co-operation, Need and Significance of Coordination, Types of Coordination, Principles of Coordination, Techniques of Co-ordination, Methods of Supervision, Effective Supervision, Qualities of a Supervisor.

Chapter 4

178-229

STRUCTURE OF PUBLIC ORGANISATION

Chief Executive and Functions, The Presidential and Cabinet Systems, Functions of Chief Executives, Line and Staff services, Misconceptions About Staff and Functions, Staff-Line Conflicts. Proposals for Improving Staff-line Relationships, Functional Structure of Organisation, Departments, Public Corporations. Boards and Commissions. Patterns of Departmental Organisation. Head of the Department. Large and Small Departments, Public Corporations and Companies. Evolution of the two, Contrasting Features and their Implications. Mixed Corporation. Non official Participation, Summing up. Boards and Commissions, Main Features, Merits, Demerits, Head Quarters and Field. Unitary and Multipurpose Areas. Field service. Headquarters and field relationship. Administrative versus functional Control, Techniques and Methods of Control, Problem of Multi Fold Organisation.

Chapter 5

230-368

ADMINISTRATION BEHAVIOUR

Decision, Making, Pervasiveness of Decision Making, Types of Decisions, Decision Making Process, Decision Making environment, Role of Information in Decision-Making, Techniques of Decision-Making, Modern Techniques of Decision-making, Efficiency of Decision-Making, Rationality and Decision-making. Contributions of Herbert Simon, Economic Man and Administrative man, Limits on Rationality, Use of Creativity in Decision-Making, Decision-Making Conditions, Quantitative Techniques for Decision-Making, Operations Research Construction of Decision Tree, Linear Programming. Formulation of LP Model Graphical Method, Formulation of LP-Simplex Method, Uses of Linear Programming. Importance of Leadership. Functions of a leader, Variables of Administrative Leadership, personality Theories of Leadership. Types of Leaders, Consideration, Initiating Structure, Renis Likerts Classification. Limits to Participative Leadership, Contingency Models. Fiedler's Model, Tannebaum and Schmed, Hersey and Blachard Rober J. House, What makes Leadership Effective, An Integrative Model of Leadership, Conditions for Effective Leadership. Conditions for Effective Leadership, Communication Process. Need and Importance of Communication in Management, Role of Communication in Improving, Interpersonal Relations,

Job Satisfaction and Job Performance, The Communication Process, Communication Patterns. Direction of communication, Communication Networks, Circuit Model of Communication Significance of Communication, Barriers to Communication, Principles of Communication. Techniques of communication, Cross wise Communications, Formal Versue Informal Communication, Expediter or Liaison Man. Overcoming Barriers to Effective Communication Motivation; Motivation and Behaviour, Motivation and Morale, Motivation and job Satisfaction, Motivation and Ability, Motivation Theories. Process Theories, Reinforcement Theories, Goal Setting Theory of Motivation. Implications of the Theory, Importance of Rewards and Punishment in Motivation, Indicators of Motivation and Demotivation, Morale Relation to Productivity, Morale Building.

Chapter-6 369-408

ACCOUNTABILITY AND CONTROL

Accountability and Control; Types of Control, Method of Legislative Control Committee Hearings, Legislative control over Administration in a Presidential System, Appraisal of Legislative control, Executive Control, Judicial Control, Judicial Review Statutory Appeal; Extraordinary Remedies, Legal Remedies under Administrative Law System, Merits of the system, Limitations of Judicial Control, Public Control, Modes of Public Control, Merits Public Administration and the Public Significance of Interrelationship, Nature of Dis-satisfaction. Methods to Establish, Harmonious Relationships, Conceptual Issues, Research Findings, Government Response, Institutional Devices, The Ombudsman. The Procurator, The Administrative Courts. The Indian Response.

Chapter-7 409-439

ADMINISTRATIVE LAW

What is Administrative Law ? Importance of Administrative Law, Development Mechanics of Administrative Process. Separation of Powers. The Rule of Law, Delegated Legislation. Reasons for Rise of Delegated Legislations, Advantages and Disadvantages. Safe Guards against Dangers of Delegated Legislation, Administrative Bodies and Tribunals, Boards, Councils Commission. Public Corporations, Administrative Tribunals a Nature and Working, Workmen's Insurance Court, Tax Appellate Tribunal, Commissioner under the Workmen's Compensation Act, 1923, Industrial Tribunals, Copyright Board, Court of Survey, Administrative Orders. Administrative Directions, Limitations, Adjudication by Administrative Bodies.

SECTION - B

Chapter-8 **440-458**

ADMINISTRATIVE REFORMS

Administrative Reforms, Three Premises of Administrative Reforms, Administrative Reform in Vogue again, Overselling of Administrative Reform, Strategical Errors in Administrative Reform, Priorities in Administrative Reform, O & M, Work Study and Work Measurement. O & M, Functions, Methods of O & M, Advantages of O and M, Limitations of O & M, of O & M, Work Study, Work Measurement.

Chapter-9 **459-491**

COMPARATIVE AND DEVELOPMENT ADMINISTRATION

Comparative Public Administration, Meaning of Comparative Public Administration, Scope, Importance, Levels of Study, Approaches, Models and Theories, Recent Theories and Research, Bureaucratic Scale. Professionalism Index. Development of Public Administration. Theories of Development, Disappointment with Development Discipline. Changing Definitions and Distinctions. Decline of CAG, and Hegemony of Administration and Economic Growth. Organisation and Environment Autoonomy, Development Administration and Social Change. Organisation and Environment Recurrence of Decentralisation, Bureaucratic Politics and Politics Structures, Absence of Bureaucratic Neutrality and Imperatives of Accountability, Conclusions, Contemporary, Theorising Development Administration, Councclusion.

Chapter-10 **492-519**

COMPARATIVE ADMINISTRATION IN PRACTICE

THE UNITED STATES : The Central Administrative Common Features in the Administration, Nature of Administration, The Civil Service Bakground, The Civil Service : Use of Specialists, The Civil Service : A summing up, Conclusion, The Union of Soviet Socialist Republics (USSR) The Soviet consttution, The Role and influence of the Communist Party, Economic Planning, Strucutre of Administration Structure for Planning. Planning Problems, Local level Administration. Methods of Administrative Control, The Managers, France Legislature, Executive, Judiciary, Administrative Courts, Justification, Administration, Organisation Central Administration, Council of States, Nationalised Industries adn Organisation for Economic Planning, Local Government, The Commune, The Department, Cooperation amongst

Local Authorities, Finance of Local Governments, Centre Local Government Relationship, Comparison of French and Indian System of Local Government, Conclusion, French Civil Service Criticism, Structure of French Civil Service, Recruitment and Promotion Conclusion.

GREAT BRITAIN :

Characteristics of the British System, Basic constitution principles. How is this domination Achieved Cabinet Problems of the Cabinet's Legislative Role, Limitations upon the Cabinet Position of the Prime Minister. Conventions, Examples of Conventions. The House of Commons Parliamentary Committee System, Other forms of Control on Executive Central Administration. The System of Departments. The Civil Service of Department staffing structure.

Chapter-11 **520-532 .**

PUBLIC POLICY

What is Public Policy, Need for Public Policy, Public Needs and Public Policy, Factors Determining Policy Formulation, Political Culture, Socio-economic conditions and Natural Resources, Prevailing approaches to Policy Formation, Substantive Approaches, Decision Making approaches, Policy Formulation Process, Participant Agencies in Policy Formulation, Evaluation of Public Policy, Policy Output and Policy Outcomes, Agencies of Policy Evaluation.

Chapter-12 **533-612**

PERSONNEL ADMINISTRATION

Functions of Personnel Administration, Bureaucracy, Functions of Civil Service, Evolution of Civil Services, Rational Quality of Bureaucracy, The Dysfunctions of Bureaucracy, Trends in Civil Service Weber's Ideal type of Bureaucracy Contextual Factors. The Criticisms of Weber's Bureaucracy Position Classification, Classification System in India Recruitment to Civil Service, Methods of Determining Qualifications, Administrative Machinery for determining Qualifications, Training Methods, Training in India, Lal Bahadur Shastri Academy of Administration. Promotion Neutrality and Anonymity, Neutral Bureaucracy, Representative Bureaucracy, Committed Bureaucracy, Politicised Bureaucracy, Areas and Model of Interaction, Top Management level, Retirement Benefits, Pension versus Provident Fund Pay and Services Conditions, Performance Appraisal, Purpose of Appraisal Criteria of Performance Appraisal, Appraisal Methods, Limitations of Appraisal Methods, Overcoming the Limitations, Alternatives to Punishment. Essentials of a good Disciplinary System, Kinds of Punishment.

FINANCIAL ADMINISTRATION

Problems of Financial Administration, Principles of Financial Administration, The Budget Definition, Importance of Budgeting. The Budget Process, Main Characteristics of a Budget. Basic objectives of a Budget, Principles or Canons of Budgeting. Types of Budgets. Revenue Budget and Capital Budget, Principles of Budget. The Consolidated Fund. The Contingency Fund, The Public Account, Expenditure charged upon the Consolidated Fund of India, The Contingency The Money Bill and the Financial Bill, Ad-Hoc. Funds, Demands for Grants, Supplementary, Additional or Excess Grants, Vote on Account, Vote of Credit, Exceptional Grants. Token Grant. Procedure of Government Budgeting, The Defence Budget, The Railway Budget, Consolidation by the Ministry of Finance, Estimates of Revenue, Measures of Budget Deficit in India, General discussion on the Budget, Voting of Demands for Grants. Cut Motions or Amendments to Motions for Grants, Conditions of Admissibility of Cut Motions, Consideration and Passing of the Appropriation Bill, Consideration and Passing of the Finance Bill, Execution of the Budget, Execution of the Budget on the Expenditure side, Execution of the Budget on the Revenue side, Parliament and Budget, The Budget format, Performance Budgeting, Programme Budgeting and Performance Budgeting, Classification of Expenditure, Requisites of Performance Budgeting Problems in Introducing Performance. Budgeting Accounting and Audit, Audit, Separation of Accounts from Audit, Duties of the Comptroller and Auditor, General of India, Audit of Appropriation Account, Parliamentary Committees.

1

CHAPTER

INTRODUCTION

Administration permeates all planned human activities. It is a universal process, permeating all collective efforts, be it public or private, civil or military, large scale or otherwise. Administration, being a characteristic of all enterprises in pursuit of conscious purposes, has been practised since time immemorial; only its form and style has been undergoing a change, in response to the changing needs of the system.

Public administration is a part of administration : Like administration in general, public administration too has been practised ever since the organised state came into existence. What has changed is the nature and scope of public administration. *Modern day public administration has three distinguishing features:*

1. Its purposes have been completely reoriented.
2. Its functions have enormously increased in number, variety and complexity.
3. Its methodology has grown from the trial-and-error stage into an orderly discipline with an organised, ever-increasing body of knowledge and experience.

In common parlance the word 'administration' appears to bear at least four different meanings:

- (a) A synonym of the word 'cabinet' or some such other body of persons in supreme charge of affairs as, for example, where we say that the first Nehru administration included the leaders of all major political parties in India.