

***Syllabus and Course Scheme***  
***Academic year 2014-15***



**MASTER OF ARTS IN PUBLIC ADMINISTRATION**  
**UNIVERSITY OF KOTA**

**MBS Marg, Swami Vivekanand Nagar,  
Kota - 324 005, Rajasthan, India  
Website: [uok.ac.in](http://uok.ac.in)**

## M.A PUBLIC ADMINISTRATION SCHEME OF EXAM.- 2015

**Each Theory Paper**

**3 hrs. Duration**

**100 Marks**

**Dissertation/Thesis/Survey Report/Field work, if any.**

**100 Marks**

1. The number of papers and the maximum marks for each paper/practical shall be shown in the syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in practical part (wherever prescribed) of a subject/paper separately.
2. A candidate for a pass at each of the Previous and the Final Examination shall be required to obtain (i) atleast 36% marks in the aggregate of all the papers prescribed for the examination and (ii) atleast 36% marks in practical(s) wherever prescribed at the examination, provided that if a candidate fails to secure atleast 25% marks in each individual paper work, at the examination and also in the dissertation/report/field work. Wherever prescribed, he shall be deemed to have failed at the examination not with standing his having obtained the minimum percentage of marks required in the aggregate for that examination. No division will be awarded at the Previous Examination. Division shall be awarded at the end of the Final Examination on the combined marks obtained at the Previous and the Final Examination taken together, as noted below:
 

First Division	60%	of the aggregate marks taken together
Second Division	48%	of the Previous and Final Examination.

All the rest will be declared to have passed the examinations.
3. If a candidate clears any Paper(s) Practical(s)/Dissertation prescribed at the Previous and/or Final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz. 25% (36% in the case of practical) shall be taken into account in respect of such Paper(s)/Practical(s)/Dissertation are cleared after the expiry of the aforesaid period of three years provided that in case where a candidate requires more than 25% marks in order to reach the minimum aggregate as many mark out of those actually secured by him will be taken into account as would enable him to make up the deficiency in the requisite minimum aggregate.
4. The Thesis/Dissertation/Survey Report/Field Work shall be typed and written and submitted in triplicate so as to reach the office of the Registrar atleast 3 weeks before the commencement of the theory examinations. Only such candidates shall be permitted to offer Dissertation/Field Work/Survey Report/Thesis (if provided in the scheme of examination) in lieu of a paper as have secured atleast 55% marks in the aggregate of all the papers prescribed for the previous examination in the case of annual scheme irrespective of the number of papers in which a candidate actually appeared at the examination.
5. A candidate failing at M.A. Previous examination may be provisionally admitted to the M.A. Final Class, provided that he passes in atleast 50% papers as per Provisions of 0.235 (i)
6. A candidate may be allowed grace marks in only one theory papers upto the extent of 1% of the total marks prescribed for that examination.

N.B. (i) Non-collegiate candidates are not eligible to offer dissertation as per provisions of O. 170-A.

### **M.A. PUBLIC ADMINISTRATION - 2015**

There shall be nine papers. Each paper will be of three hours duration and carry 100 marks. Out of nine papers, there shall be seven compulsory and two optional papers. The optional papers shall be divided into groups. The candidates may select any two papers from any one of the Groups in the Final class only. The candidates appearing in Previous class offer four papers and in the Final five papers as per following schedule.

### **M.A. PREVIOUS**

#### **Compulsory Papers:**

- |           |   |
|-----------|---|
| Paper I   | Administrative Theories and Management. |
| Paper II  | Public Administration in India.         |
| Paper III | Comparative Public Administration       |
| Paper IV  | Public Personnel Administration.        |

### **M.A. FINAL**

#### **Compulsory Papers:**

- |          |  |
|----------|--|
| Paper V  | Administrative Thinkers.   |
| Paper VI | State Administration in India with special reference to Rajasthan. |

Optional Papers VII & VIII

Any two papers from any one of the following groups.

#### **Group - A**

- (i) Economic System and Administration.
- (ii) Social Administration.
- (iii) Politics and Administration.

#### **Group - B**

- (i) Urban Local Administration.
- (ii) Rural Local Administration
- (iii) International Organisation and Administration.

#### **Group - C**

- (i) Administration of Public Undertakings.
- (ii) Business Administration.
- (iii) Development Administration.

#### **Paper - IX**

- (i) Research Methodology and Statistics in Public Administration
- Or
- (ii) Dissertation (Only for Regular Candidates)
- Or
- (iii) Indian Constitution

## **M.A PREVIOUS EXAMINATION - 2015**

### **COMP. PAPER I- ADMINISTRATIVE THEORIES & MANAGEMENT**

Duration : 3 hours

Max. Marks – 100

Note :

The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

#### **UNIT I**

Meaning, nature, evolution and significance of public administration as a social science and its relation with political science, economics, sociology, psychology and law. Present status and new trends in the discipline of Public Administration.

#### **UNIT II**

Scientific management (F.W. Taylor & H. Fayol), Human relations (Elton Mayo and others), Behavioural, Structural-functional and system approaches. New Public Management (N.P.M.).

#### **UNIT III**

Formal & Informal organisation, Hierarchy, Span of Control, Unity of Command, Co-ordination, Delegation, Supervision, Line and staff (with special reference to the contribution of Gullick, Urwick and Mooney), Organisational Analysis (Chester Bernard).

#### **UNIT IV**

Motivation (Mc Gregor, Maslow and Herzberg), Leadership, Communication, Decision Making (H. Simon). Ideas of Warren Bennis.

#### **UNIT V**

Public policy: Meaning and Nature, Formulation, Execution and Evaluation, Policy Science; Role of Administration in policy process. Modern aids & Techniques of Administration and Management-Computerisation, PERT, CPM, Participative Management, E-Governance.

#### **Core Readings:**

1. Pfiffner and Presthus; Public Administration
2. Simon, Smithburg & Thompson; Public Administration.
3. Flex A.Nigro: Modern Public Administration.
4. Asthana: Ground Work of Management.
5. Thilett, Kempner & Mills of Management.
6. Terry: Principles of Management.

7. Newman and summer: Process of Management.
8. Macfarland: Management- Principles and Practies.
9. Ragbher S.Basi: Action Administration.
10. Awasth & Maheshwari: Lok Prashasan. (Hindi)
11. Mc Gregor: The Human Side of Enterprise.
12. Schodebek: Management System.
13. Dr. P.D. Sharma: Lok Prashasan (Hindi)
14. M.P. Sharma: Lok Prashasan: Sidhant Tatha Vyvahar (Hindi)
15. Awasthi & Awasthi - Prashasanik Sidhant. (Hindi)

### **Subsidiary Readings:**

1. Chester Barnard: The Functions of the Executive.
2. M.P. Follet: Dynamic Administration.
3. March and Simon: Organisations.
4. Albrow: Bureaucracy.
5. Etzioni : A Comparative Analysis of Complex Organisation.
6. Gouldner : Pattern of Industrial Bureaucracy.
7. Gulick and Urwick: Papers on the Science of Administration.
8. William G. Scott: Organisation Theory: A Behavioural Analysis of mgmt.
9. William P. Sexton: Organisation Theories.
10. John A Seiler: A System Analysis in Organisation Behaviour.
11. Schien: Organisation Psychology.
12. Silverman: The theory of Organisation.
13. Grusky and Miller: The Sociology of Organisation.
14. Argyris: Personality and Organisation.
15. Haire : Modern Organisation Theory.
16. Littlefield and Rachel: Office and Administrative Management.
17. James D. Gallagher: Management Information systems and the Computer - American Management Association.
18. Greenwood : Management and Organisation - Behavioural Theories.
19. Johnson, Kast and Rosezwig : The Theory and Management of Systems.
20. Kast and Others : Organisation and Management an Organizational Behaviour.
21. Hodge, Billey and Johnson : Management an Organizational Behaviour.
22. Reddin : Management Effectiveness.
23. Basset : Management Styles in Transition.
24. Likert : New Patterns of Management.
25. Andrew M. Brown : Management Development and Management by Objectives.
26. J.W. Humble : Management by Objectives.
27. C.Gorald : Dynamics of Public Administration.

### **Journals:**

1. Indian Journal of Public Administration (New Delhi)
2. Public Administration Review (U.S.A.)
3. Public Administration (London)
4. Philippine Journal of Public Administration (Manila)
5. Canadian Journal of Public Administration (Ottawa)
6. Administrative change (Jaipur)

## **COMP. PAPER II - PUBLIC ADMINISTRATION IN INDIA**

Duration : 3 hours

Max. Marks – 100

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### **UNIT I**

Evolution of Indian Administration: British Influence on Indian Administration. Constitutional System of India and Indian Administration.

Working of Political Executive: President, Prime Minister and Council of Ministers, Federalism and Indian Administration with special reference to Economic Planning and role of Finance Commission.

### **UNIT II**

Study of Organization and working of the Central Administration with Special reference to Cabinet Secretariat; Internal Organisation and functions of the Ministry of Home, Defence, Foreign Affairs and Finance.

### **UNIT III**

Administration of Public Enterprises in India-A detailed study of the various patterns of management - Departmental Management, Public Corporation and Public Companies. Memorandum of understanding (MOU) and its impact.

### **UNIT IV**

Indian Bureaucracy-Its nature and problems, recruitment, training, classification, promotion, conditions of work, conduct rules and employer-employee relations. Problems of the Indian Administrative Service with special reference to the relationship between the generalist and the specialist.

Control over Indian Administration (a) Ministerial Control, (b) Parliamentary Control (c) Judicial Control (d) Review of Administrative Discretion and the Institution of Ombudsman.

### **UNIT V**

Financial Administration-Formulation, Approval and execution of Budget, Parliamentary Control over Finance, Comptroller and Auditor General of India.

Economic Planning and Indian Administration-The Organization of Planning Commission in India; Role of National Development Council, Administrative Improvement in view of the Challenges of Economic planning, Movement for Administrative Reforms with reference to II ARC recommendations.

#### **Core Readings:-**

1. Ashok Chand : Indian Administration
2. Ashok Chanda : Federalism in India.
3. K. Santhanam : Union State Relations.

4. K.V. Rao: Parliamentary Democracy in India.
5. M.V. Pylee : Constitutional Government in India.
6. S.S. Khera : District Administration in India.
7. Ramesh K. Arora (ed.) Administrative Change in India.
8. I.I.P.A. - Organisation of the Government of India.
9. C.P. Bhambhari: Public Administration in India.
10. C.P Bhambhari : Bureaucracy and Politics in India.
11. A.R.C. Report on Citizens Grievances. Machinery of the Government of India. Personnel Administration and State Administration.
12. Jagannathan : Citizen Administration and Lokpal.
13. Ramesh K. Arora and others : Indian Administrative System.
14. parmatma Sharan : Public Administration in India.
15. M.A. Muttalib: Democracy, Bureaucracy and Technology.
16. P.D. Sharma, B.M.Sharma and Neelam Grover: Bharat Mein Lok Prashasan (Hindi)
17. S.S. Dubey: Bharat Mein Lok Prashasan (Hindi)
18. R.B. Jain : Contemporary Issues in Indian Administration.
19. S.R. Bhattacharya : Indian Administration.
20. S.R. Maheshwari : Indian Administration.
21. A. Avasthi and Ramesh K. Arora (eds): Bureaucracy and Development: Indian Perspectives.
22. R.K. Arora & Rajni Goyal : Indian Public Administration.
23. सुरेन्द्र कटारिया : भारतीय लोक प्रशासन

#### **Subsidiary Readings:**

1. D.D. Basu : Commentaries on the Constitution of India.
2. S.P. Ayer : Union State relationship.
3. Palmer : Indian Political System.
4. Sharma : Government of Indian Republic.
5. D.K. Sen : Comparative Study of Indian Constitution.
6. M.R. Paj and R. Reddy : Secretariat and Heads of Departments.
7. S.R. Maheshwari : The Administrative reforms commission.
8. D.P.Singh : Problems of Public Administration in India.
9. Reports of I and II A.R.C.
10. Reports of the Parliamentary committee (New Delhi)
11. H.C. Sharma : Bharat Main Lok Prashasan.
12. S.R. Maheshwari: State Government of India.

#### **Journals:**

1. Indian Journal of Public Administration (New Delhi)
2. Administrative Change (Jaipur)
3. Journal of the Constitutional and Parliamentary Studies (New Delhi)
4. Lok Prashasan (Bhopal, M.P.) (Hindi)
5. Lok Tantra Samixa, New Delhi (Hindi)
6. Administrator (Mussoori)
7. Indian Journal of Education, Politics & Administration (IJEPA), Jaipur

## **COMP. PAPER III - COMPARATIVE PUBLIC ADMINISTRATION**

Duration : 3 hours

Max. Marks – 100

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### **UNIT I**

Comparative Public Administration: Concept, Nature, Evolution, Scope and Significance.

### **UNIT II**

Approaches to the study of Comparative Public Administration: Institutional, Behavioural, System, Structural-Functional and Ecological. Problems of Comparative Research.

### **UNIT III**

Weber's Typology of Authority and Administrative systems with particular reference to the Ideal Type Bureaucratic Model. Rigg's Typology of Societies with particular reference to Prismatic Society and the Sala Model.

### **UNIT IV**

Concept of Development Administration and Administrative Development. Salient features of the Administrative System of U.K., U.S.A., France.

### **UNIT V**

Treasury (U.K.); State Department (U.S.A.) Ombudsman (Sweden), Independent Regulatory Commission (U.S.A.) Salient features of State Administration in U.S.A.

### **Core Readings:**

1. Ramesh K. Arora : Comparative Public Administration (also in Hindi)
2. William Siffin (ed) : Towards the Comparative Study of Public Administration (1957)
3. Ferrel Heady and Sybil Stocks (ed) : Papers in Comparative Public Administration (1962), Articles by Heady, Riggs and Diamant.
4. Ferrel heady: Public Administration: A Comparative Perspective.
5. Fred W. Riggs: Administration in Developing Countires.
6. H.H. Garth and C. Wright Mills, Max Weber: Essays in Sociology (Portions on Bureaucracy).



7. Edward Weidner (ed.) : Development Administration in Asia.
8. Fred W. Riggs (ed.) : Frontiers of Development Administration.
9. Herman Finer: Government of Greater European Powers.
10. Ridley and Blondel: Public Administration in Britain.
11. Mackenzie and Orove : Central Administration in Britain.
12. U.S. government: Organization Manual (Latest edition)
13. McHenry and Ferguson: The American System of Government.
14. Walter Celhorn: Ombudsman and Others.
15. T.N. Chaturvedi: Tulnatmak Lok Prashasan, Research Publications, New Delhi (Hindi)
16. E.N. Gladden : Central Administration in Britain.
17. सुरेन्द्र कटारिया : तुलनात्मक लोक प्रशासन

#### **Subsidiary Readings:**

1. Max Weber : Theory of Social and Economic Organisation, edited by Parsons and Henderson.
2. Reinhard Bendix: Max Weber : An Intellectual Portrait.
3. Irving Swerdlow (ed): Development Administration.
4. Brian Chapman : The Profession of Government.
5. Guy Hathron, et. Al: Government and Politics in the United States.
6. Donald C. Rowat : The Ombudsman.

## **COMP. PAPER IV - PUBLIC PERSONNEL ADMINISTRATION**

Duration : 3 hours

Max. Marks – 100

Note : The question paper will contain three sections as under –

Section-A : One compulsory question with 10 parts, having 2 parts from each unit, short answer in 20 words for each part. Total marks : 10

Section-B : 10 questions, 2 questions from each unit, 5 questions to be attempted, taking one from each unit, answer approximately in 250 words. Total marks : 50

Section-C : 04 questions (question may have sub division) covering all units but not more than one question from each unit, descriptive type, answer in about 500 words, 2 questions to be attempted. Total marks : 40

### **UNIT I**

Bureaucracy: Its Nature and Concept; Recent trends: Types of Bureaucracy with special reference to Morstein Marx. Development and significance of Public Services. Changing role of Bureaucracy after Liberalization and Globalization. Nature of Personnel Administration.

## UNIT II

Public Services in India: The Under Mentioned topics to be studied:

Recruitment, Classification, Salary, Promotion, Training of Public Services.  
Conduct Rules and Disciplinary Action, Removal and Appeal, Retirement Benefits.  
Employees Organisation and representation. Staff Council, Services  
Disputes. Right to Strike and Political Rights of Civil Servants.

## UNIT III

Public Services in U.S.A.

The under mentioned topics to be studied.

Recruitment, Classification, Salary, Promotion, Training of Public Services,  
Conduct Rules and Disciplinary Action, Removal and Appeal, Retirement Benefits.  
Employees Organisation and Representation, Staff Council, Service Disputes,  
Right to Strike and Political Right of a civil Servants.

## UNIT IV

Public Services in U.K..

The under mentioned topics to be studied: Recruitment, Classification,  
Salary, Promotion, Training of Public Services, Conduct Rules and Disciplinary  
Action, Removal and Appeal, Retirement Benefits.

Employees Organisation and Representation, Staff Council, Service  
Disputes,Whitelysim in England, Right to Strike and Political Rights of Civil  
Servants.

## UNIT V

Public Services in France.

The under mentioned topics to be studied:

Recruitment, Classification, Salary, Promotion, Training of Public Services,  
Conduct Rules and Disciplinary Action, Removal and Appeal, Retirement Benefits.

Employees Organisation and Representation, Staff Council, Service  
Disputes, Right to Strike and Political Rights of Civil Servants.

### **Core Readings:**

1.     Finer : Theory and Practice of Modern Government  
          (chapters on Civil Services)
2.     E.N. Gladden : Public Personnel Administration.
3.     O.Glenn Stahl : Public Personnel Administration.
4.     M.C. Roy: Civil Service in India.
5.     Mackenzie and Grove : Central Administration in Britain  
          (Chapters on Personnel Administration).
6.     Dr. C.M. Jain: Savivargiya Prashasan, Research Publication, New  
          Delhi.

**Subsidiary Readings:**

1. Felix Nigro: Public Personnel Administration.
2. W.A. Robson : Civil Service in Britain and France.
3. A.K. Chanda: Indian Administration.
4. 'O' Malley : Indian Administration.
5. Blunt : I.C.S.
6. Van Riper : History of U.S. Civil Service
7. H.M.S.O. Masterman Committee Report on Political Activities of Civil Servants.
8. Dwarka Das : Role of Higher Civil Service in India.
9. Govt. of India: Central Pay Commission Reports (I, II, III, IV, V).
10. H.K. Paranjape: Indian Management Pool.
11. H.K. Paranjape : Flight of the Technical Personnel.
12. Surinder Kataria, Karmik Prashasan