



SYLLABUS

**Department of Public Administration
Osmania University,
Hyderabad
2022-23**

MASTER'S IN PUBLIC ADMINISTRATION: COURSESTRUCTURE

M.A. SEMESTER - I

Course Code	Course Title	Type of Course	Credits	IA	ESE	Total Marks
PAD-101	Administrative Theory-I	CC	5	20	80	100
PAD-102	Introduction to Public Policy	CC	5	20	80	100
PAD-103	Indian Polity and Administration	CC	5	20	80	100
PAD-104	Management Science & Techniques	CC	5	20	80	100

MASTER'S IN PUBLIC ADMINISTRATION: COURSE STRUCTURE

M.A. SEMESTER - II

Course Code	Course Title	Type of Course	Credits	IA	ESE	Total Marks
PAD-201	Administrative Theory-II	CC	5	20	80	100
PAD-202	Comparative Public Administration	CC	5	20	80	100
PAD-203	Indian Administrative Systems	CC	5	20	80	100
PAD-204	Public Policy, Concepts & Models	CC	5	20	80	100

SEMESTER – I

PAD-101: ADMINISTRATIVE THEORY - I

A theory, to be useful, should accurately describe any world event or phenomenon. The validity of any theory depends on its capacity to describe, to explain and to predict. Theory in public administration means to present evidence through definitions, concepts, and metaphors that promote understanding. The chronological narration of administrative theory from oriental thought through classical and human relations school helps the student to grasp the eclectic prescription. The presentation of the individual thinker and their struggle for the search of knowledge would be an inspiring episode.

UNIT- I: Administrative Theory:

- a) Significance and importance of theory
- b) Evolution and Emerging Trends in Administrative theory
- c) Oriental Thought: Kautilya and SunTzu

UNIT- II: Administrative Structure and Process:

- a) Henri Fayol-Foundations of Management
- b) Frederick Winslow Taylor-Scientific Management
- c) Luther Gulick and Lyndall Urwick-Science of Administration

UNIT- III: Classical Thought: Bureaucracy:

- a) Max Weber–Bureaucracy
- b) Karl Marx–State and Bureaucracy
- c) Samuel Krislov and Donald Kingsley–Representative Bureaucracy

UNIT- IV: Social System Thought:

- a) Mary Parker Follett–Constructive Conflict and Leadership
- b) Elton Mayo–Human Relations Movement
- c) Chester Barnard–Formal and Informal Organizations and Functions of Executive

UNIT- V: Writers on Administration:

- a) Robert Dahl–Problems of Science of Administration
- b) Dwight Waldo–The Administrative State and Future of Public Administration
- c) Robert T. Golembiewski–Public Administrations Developing Discipline

Select References:

Baker RJS (1972), Administrative Theory and Public Administration, Huthinson, London
Barnard, Chester (1969), The Functions of Executive, Cambridge, Harvard University Press
Donald Menzies and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. New York: M.E. Sharpe.
Frank Marini, (1971). Towards a New Public Administration: The Minnowbrook Perspective, Chandler Publications, University of Columbia.
George H. Fredrickson (et al). (2003). The Public Administration Theory Primer, Westview Press
Golembiewski, Robert T., (1977). Public Administration as a Developing Discipline, Marcel Dekker.
Golembiewski, Robert T., Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21–49, March 1974.
Henry Fayol, (1957). General and Industrial Management, Issac Pitman, London.
Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press

Luther Gulick & Lyndall Urwick (eds.) (1937), Papers on Science of Administration, New York Institution of Public Administration, New York.

Lyndall Urwick & EFL Brech (1955), The Making of Scientific Management, Issac Pitman, London

Lyndall Urwick (1947), The Elements of Administration, Issac Pitman & Sons, London

Martin Albrow, Bureaucracy (1970), MacMillan, London

Prasad, Ravindra. D (etal) eds (2013). Administrative Thinkers, Sterling Publishers, New Delhi.

Waldo, Dwight (1968), The Study of Public Administration, Randomhouse, New York

White, Jay D. and Guy B. Adams (1994), Research in Public Administration: Reflections on theory and Practice, Sage.

PAD-102 - INTRODUCTION TO PUBLICPOLICY

Course Objective

The field of public policy has assumed considerable importance in response to the increasing complexity of the government activity. The advancements of technology, changes in the social organization structures, rapid growth of urbanization added to the complexities. The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future. The main objective of this foundation course is to provide an opportunity to the student to learn the basic areas of public policy on the largest gamut of its canvas.

UNIT-I: Introduction:

- a) Nature, Scope and Importance of Public Policy
- b) Evolution of Public Policy and Policy Sciences
- c) Public Policy and Public Administration

UNIT-II: Approaches to Public Policy Analysis

- a) The Process Approach
- b) The Logical Positivist Approach
- c) The Phenomenological Approach
- d) The Participatory Approach and Normative Approach

UNIT-III: Theories and Process of Public Policy Making

- a) Theories and Models of Policy Making (Group Theory, Elite Theory, Rational Choice Theory, Game Theory)
- b) Perspectives of Policy Making Process
- c) Institutions of Policy Making

UNIT-IV: Policy Implementation and Evaluation

- a) Concept of Policy Implementation
- b) Techniques of Policy Implementation
- c) Concept of Policy Evaluation
- d) Constraints of Public Policy Evaluation

UNIT-V: Globalization and Public Policy

- a) Global Policy Process
- b) Transnational Actors: Impact on Public Policy Making
- c) Impact of Globalization on Policy Making

Select References:

- Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton*
Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill
Becomes a Law, Cambridge, MA: MIT
Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and
Practice, Westport, RI: Greenwood Press
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public
Policy Making, Armonk; M.E. Sharpe
Brewer, Gary D., and Peter de Leon (1983), The Foundations of Policy Analysis, Homewood, IL.: The
Dorsey Press. Dahl, Robert and Charles Lindblom, (1976), Politics, Economics and Welfare,
New York, Harper.
Dror, Y., (1989), Public Policymaking Re-examined, 2nd ed., San Francisco, Chandler.
Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education

Hill Michael, (2005), *The Public Policy Process*, Harlow, UK; Pearson Education, 5th Edition.

Howlett, Michael, and M. Ramesh, (1995), *Studying Public Policy: Policy Cycles and Policy Subsystems*, OUP, Toronto.

Jones, C.O., (1970), *An Introduction to the Study of Public Policy*, Belmont, Prentice-Hall.

Lerner, D. and H.D. Lasswell (eds.), (1951), *The Policy Sciences*, Stanford, Stanford University Press.

Lindblom, C.E., and E.J. Woodhouse, (1993), *The Policymaking Process*, 3rd ed., New Jersey, Prentice-Hall.

McCool, Daniel C. (ed.), (1995), *Public Policy Theories, Models, and Concepts: An Anthology*, NJ: Prentice-Hall

PAD-103: INDIAN POLITY AND ADMINISTRATION

Indian polity describes the study of administrative system of Indian state. This includes constitutional framework, central government, system of government, state government, constitutional and non-constitutional bodies and working of the constitution. The Constitution of a country sets out the fundamental canons of governance to be followed in that country and also delineates the division of power, privileges and responsibilities between different organs of government. The course strives for a holistic comprehension of Indian polity and administration.

UNIT-I: Historical Background

- a) Evolution of Indian Administration
- b) Socio-Economic, Political and Cultural Context of Indian Administration
- c) Indian Administration: Continuity and Change

UNIT-II: Constitutional Framework of Government

- a) Constitutional context of Indian Administration: Parliament, Executive, Judiciary—structures, functions and work processes
- b) President, Prime Minister and Council of Ministers-
- c) Cabinet and Cabinet Committees

UNIT-III: System of Government

- a) Federal and Unitary Features of the Constitution
- b) Centre-State Relations and Trends in Centre–State Relations
- c) Inter State relations – Emerging Issues and Resolution Mechanism

UNIT- IV: Constitutional Authorities

- a) Election Commission
- b) Finance Commission
- c) Union Public Service Commission
- d) National Commission for Scheduled Caste & National Commission for Scheduled Tribes

UNIT-V: Statutory and Non-Statutory Authorities

- a) NITI AAYOG
- b) National Informatics Centre (NIC)
- c) National Human Rights Commission, National Commission for Women, and National Commission for Minorities

Select References:

- Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.*
Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.
Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
Pylee, M. V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.
Sarkar Jadunath (2009), The Mughal Administration, Six Lectures, BiblioLife,
Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
Sibranjana Chatterjee (1997), Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates, Calcutta.
Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
Subash C. Kashyap (1994), Our Constitution: An Introduction to India's Constitution and Constitutional Law,

PAD-104 : MANAGEMENT SCIENCE & TECHNIQUES

UNIT-I: Introduction:

- a) Meaning, Scope and Importance of Management;
- b) Evolution of Management
- c) Contribution of Henri Fayol and F.W.Taylor

UNIT II: Concepts of Management:

- a) Classical, Human Relations and Behavioural Schools
- b) Systems Approach and Contingency Approach
- c) Change Management
- d) Time Management

UNIT-III: Principles of Management:

- a) Authority & Responsibility, Decentralization
- b) Decision-making, Communication, Leadership
- c) Planning, Division of Work and Coordination

UNIT-IV: Techniques:

- a) Work Study, Work Measurement and Work Simplification;
- b) MBO, MBE and MIS
- c) PERT & CPM
- d) Cost-Benefit Analysis; Operations Research

Unit -V: Strategic Management

- a) Goals, Objectives, Policy, Strategy, Programs,
- b) Corporate planning process and Environmental scanning,
- c) SWOT (Strengths, Weakness, Opportunities and Threats) analysis
- d) Inventory Management

Selected references:

Bernard W Taylor (2016) Introduction to Management Science

Charles W.L. Hill and Steven Mcshabe (2017) Principles of Management

F.W.Taylor (2006) The Principles of Scientific Management

Gerald E. Thompson(1982) Management Science: An Introduction to Modern Quantitative Analysis and Decision Making

Hiller(2015) Introduction to Management Science

Peter Drucker (2014) The Practice of management

R.C Bhatia(2013) Principles of Management

R Kipp Martin(2012) An Introduction to Management Science Quantitative Approach to Decision Making.

SEMESTER – II

PAD-COURSE OBJECTIVE

Administrative theory is based on concept validation of experience of administrators or observation of the operation situations in administration. This course is extension on of the first semester course to discuss the behaviour alism, organization humanism, market theories of administration and latest trends with emphasis on individual thinking. After completion of the course, students are in a position to comprehend the basic tenets and development of administrative theory.

PAD-201: ADMINISTRATIVETHEORY – II

Unit-I: Behaviouralism:

- a) Herbert Simon: Behaviouralism and Decision-Making
- b) Geoffrey Vickers: Appreciative System
- c) Warren Bennis: Changing Organizations

Unit- II: Organizational Humanism–I:

- a) Abraham Maslow: Needs Hierarchy
- b) Victor Vroom: Expectancy Theory of Motivation
- c) Douglas McGregor: Theory X and Theory Y

Unit- III: Organizational Humanism–II:

- a) Frederick Herzberg: Hygiene and Motivation Factors
- b) Chris Argyris: Integrating the Individual and the Organization
- c) Rensis Likert: Systems Management

Unit- IV: Market Theories:

- a) Vincent Ostrom: Public Choice
- b) Peter Drucker: Knowledge Based Organization
- c) Elinor Ostrom: Governing the Commons

Unit- V: Emerging Trends:

- a) Critical Social Theory
- b) New Public Service
- c) Post Modernism and Post Structuralism
- d) Administrative Theory: A Critical Review

Selected References:

Argyris, Chris(1957),Personalityand Organization,Harper, NewYork
DonaldMenzelet.al(eds) (2011).TheStateof PublicAdministration:Issues,Challengesand Opportunity.M.E.Sharpe. Drucker,Peter(2012),Management Challengesforthe21stCentury,Harper business.
Fox,RichardC(2005),Critical Social Theoryin PublicAdministration,PHI,NewDelhi
GeorgeFrederickson (2008),ThePublicAdministration Primer,WestviewPress.
HerbertA.Simon(1965),AdministrativeBehavior:AStudyof Decision-makingProcess inAdministrativeOrganizations,FreePress,New York.
JanetV.DenhardtandRobertB.Denhard(2007),The NewPublicService,Serving,NotSteering,M.E.Sharpe,NewYork

Likert, Rensis (1976), *New Patterns of Management*, McGraw-Hill, New York
Luthans, Fred, (2005) *Organizational Behaviour*, McGraw-Hill, New York
Maslow, Abraham (1954), *Motivation and Personality*, Harper & Row, NY
McGregor, Douglas (1960), *The Human Side of Enterprise*, McGraw-Hill, New York
Miller, Hand Fox. C.J (2007), *Post Modern Public Administration*, ME Sharp, New York
Ostrom, Elinor (2003), *Governing the Commons-The Evolution of Institutions for collective Action*, Cambridge
Ostrom, Vincent (1973) *The Intellectual Crisis in American Public Administration*. University of Alabama Press: Alabama.
Prasad, Ravindra D (etal) eds. *Administrative Thinkers (2013)*, Sterling Publishers, New Delhi
Vroom, Victor H (1964), *Work Motivation*, John Wiley and Sons, New York
Waldo, Dwight (1968), *The Study of Public Administration*, Random House, New York
Warren Bennis (2005), *Reinventing Leadership: Strategies to Empower the Organization*, Harper Business, NY
Warren Bennis, (1993), *Beyond Bureaucracy: Development and Evolution of Human Organization*, John Wiley & Sons, NY

PAD-202: COMPARATIVE PUBLIC ADMINISTRATION

UNIT - I: Introduction

- a) Nature, Scope, Characteristics and Importance of Comparative Public Administration
- b) Evolution of Comparative Public Administration
- c) International Comparative Public Administration
- d) Critique of Comparative Public Administration

UNIT - II: Approaches

- a) Bureaucratic Approach
- b) General Systems Approach
- c) Decision Making Approach
- d) Ecological Approach

UNIT - III: CPA: Contributions of F. W. Riggs

- a) Structural-Functional Approach
- b) Theory of Prismatic Society
- c) Development Models

UNIT - IV: Comparative Administrative Systems

- a) Classical Administrative System—France
- b) Developing Administrative System—India
- c) Developed Administrative Systems—USA and UK
- d) Modern Administrative Systems—Japan and Korea

UNIT - V: Development Administration

- a) Nature, Scope and Elements of Development Administration
- b) Goals and Challenges of Development Administration
- c) Models of Development Administration: Sustainable Development, Human Development & Inclusive Development

Selected References:

- Ali Farazmand, (2001) Handbook of Comparative and Development Public Administration, Marcel Dekker, NY.*
- Esman, Milton J. (1970). CAG and the study of public administration. In F. W. Riggs (Ed.), The frontiers of development administration (pp. 41-71). Durham, North Carolina: Duke University Press.*
- Heady, F. (1996). Public administration: A comparative perspective (5th ed.). New York: Marcel Dekker.*
- Heaphey, J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3), 242-249.*
- Montgomery, J. (1966). Approaches to development politics, administration and change, New York: McGraw Hill.*
- Pai Panandikar, V.A. (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.*
- Raphaeli, N. (1967). Readings in comparative public administration, Boston, Massachusetts: Allyn and Bacon.*
- Riggs, F. W. (1970). The ecology of administration. Bloomington: Indiana University.*
- Riggs, F. W. (1956). Public administration: A neglected factor in economic development. Annals of the American Academy of Political and Social Sciences, No. 305, Agrarian Societies in Transition (May 1956), 70-80.*
- Swerdlow, I. (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.*
- W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Carolina: Duke University Press.*
- Waldo, D. (1963). Comparative public administration prologue, performance and problems. Indian Journal of Political Science, 24(3), 177-216.*

PAD - 203: INDIAN ADMINISTRATIVE SYSTEM

UNIT- I: Constitutional Profile of State Administration:

- a) Centre-State Relations,
- b) Role of Governor,
- c) State Legislature and Council of Ministers,
- d) Role of Chief Minister

UNIT - II: State Administration:

- a) Secretariat: Position and Role
- b) Chief Secretary and GAD
- c) Directorate: Relationship between Secretariat and Directorate

UNIT - III: State Services:

- a) Components of Civil Service: All India Services, State Services, Inter-relationship and Inter Linkages,
- b) Classification of State Services,
- c) Recruitment of State Civil Services,
- d) Composition, Functions, and Role of State Service Commission

UNIT - IV: Administration at Local Level:

- a) District Administration and District Collector
- b) Mandal Administration (Revenue and Development)
- c) Village Administration (Revenue and Development)
- d) Decentralization Debate

UNIT - V: Emerging Issues:

- a) State Finances
- b) Permanent and Political Executives
- c) Generalists and Specialists
- d) Pressure Groups
- e) Citizen Grievances: Corruption

Select References:

- Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.*
- Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.*
- Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.*
- Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.*
- Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad*
- Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.*
- Pylee, M. V (2009), An Introduction to the Constitution of India, Vikas, New Delhi*
- Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.*
- Sarkar Jadunath (2009), The Mughal Administration, Six Lectures, BiblioLife,*
- Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.*
- Sibranjana Chatterjee (1997), Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates, Calcutta.*
- Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House*
- Subash C. Kashyap (1994), Our Constitution: An Introduction to India's Constitution and Constitutional Law, National Book Trust, New Delhi.*
- Subash C. Kashyap (1997), Coalition Government and Politics in India, Uppal Publishing House, New Delhi.*
- Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,*
- Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.*

204 - : PUBLIC POLICY CONCEPTS AND MODELS

UNIT - I: Models of Public Policy-I

- a) Vilfredo Pareto: Optimality and Improvement
- b) John Rawls: A Theory of Justice
- c) Almond Gabriel: Interest Aggregation and Articulation

UNIT - II: Models of Public Policy-II

- a) Harold Lasswell: Policy Sciences
- b) Yehezkel Dror: Mega Policy and Meta Policy
- c) Charles Lindblom: Instrumentalism

UNIT - III: Models of Public Policy-III

- a) William Niskanen: Budget Maximizing Model
- b) Elinor Ostrom: Institutional Rational Choice
- c) Amartya Sen: Development as Freedom

UNIT - IV: Concepts of Public Policy

- a) Institutionalism
- b) Process: Policy as a Political Activity
- c) Public Choice
- d) Strategic Planning

Unit - V: Contemporary Policies

- a) National Security Policy
- b) National policies with reference to climate change
- c) Inter-State water disputes

Select References

- Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.*
- Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT*
- Barker, Anthony, and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithaca, NY: University of Pittsburgh Press.*
- Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managing Government, UCP, Berkeley, CA*
- Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press*
- Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe*
- Dror, Y., (1989), Public Policymaking Re-examined, 2nd ed., San Francisco, Chandler.*
- Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education*
- Fischer, Frank, (1995), Evaluating Public Policy Chicago: Nelson Hall.*
- Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.*
- Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press*
- John Rawls (1971), A Theory of Justice, Harvard University Press.*
- John, Peter, (2012), Analysing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London.*
- Lasswell Harold, (1971), A Preview of Policy Sciences, New York, Elsevier.*
- Lerner, D. and H.D. Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.*

Department of Public Administration
FACULTY OF SOCIAL SCIENCES

Subject: Public Administration

Model Question Paper

Time: 3 Hours

Max. Marks: 70

Note:

Part – A answer ALL questions carries 4 marks

Part – B. Each Answer any FIVE Each question carries 10 marks

PART- A (5x4=20 Marks)
(Short Answer Type)

- 1.
- 2.
- 3.
- 4.
- 5.

PART – B (5x10=50 Marks)
(Essay Answer Type)

1. (a)

OR

(b)

2. (a)

OR

(b)

3. (a)

OR

(b)

4. (a)

OR

(b)

5. (a)

OR

(b)