



Public Administration

Foundation: September 2023

B2_H1: Syllabus Decoded for Paper I

ProdEgyIAS
DEMOCRATIZING EDUCATION

{Use the handout along with notes dictated in the class. Class-room notes are mandatory for clearer understanding}

| | Chapter | Focus area | Linkages |
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| 1 | INTRODUCTION | In depth | |
| | Meaning, scope, and significance of Public Administration | WHAT DO YOU STUDY WHEN WE STUDY PUB AD? scope, and Significance of Public Administration Meaning and significance of 'public' and 'administration', What is public interest and how it impacts the scope of public administration? Why Public administration is important for society? Public-Private Dichotomy, Scope of public administration in the current era. Government to governance | |
| | Wilson's vision of public administration | WHERE IT ALL BEGAN? Dichotomy and Wilson's logic behind separating the study of administration from politics. The search for efficiency leading to future developments in the discipline of Public Administration. Wilson as the father of PA. Criticism of Wilson's Vision for PA and Dichotomy. | |
| | Evolution of the discipline and its present status. | VARIOUS PHASES IN THE DEVELOPMENT OF A DISCIPLINE... Epistemological perspectives in the theory building and other Philosophical developments. The logic behind modern, postmodern, positivism, neo etc. The idea of paradigm, paradigms in public administration. | |
| | New Public Administration 1 and 2 | IMPORTANT MILESTONES Background for the emergence of NPA, Basic premises, vision, and impact, rejection of dichotomy. Criticism of NPA 1 and 2 | |
| | Public Choice Approach | ECONOMICS IN PUB AD... Concept and basic premises, Impact and Criticism | |
| | Challenges of liberalization privatization and globalization | IMPACT OF LPG ON GOVERNMENT ADMINISTRATION... How the LPG movement has altered the nature of scope of public administration. | |
| | Good Governance | WHAT DO WE EXPECT FROM THE GOVERNMENT TODAY AND WHAT GOVERNMENT EXPECTS FROM THE PEOPLE... The definition given by the world bank. Parameters of governance and good governance. | |

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| | New Public Management | THE ECONOMICAL PRINCIPLES GUIDING THE DIRECTION FOR PUBLIC ADMINISTRATION Retreat of the state and expansion of the private sector for its attributes of efficiency. (Wilsonian vision) | |
| 2 | Administrative thinkers | | |
| | Scientific management and SM movement | EARLIEST ATTEMPT OF DEVELOPING A SCIENCE OF ADMINISTRATION... Scientific management of Taylor, Structures, The vocabulary used by Taylor, Elementalism Criticism | |
| | Classical Theory A. Fayol B. Gulick and Urwick | MORE SCHOLARS LOOKING FOR A SCIENCE OF ADMINISTRATION... Managerial View, Functionalist (Functions performed by an organisation and a manager) Criticism. Principles of Organisation, Human factor, and Time in Public Administration | |
| | Weber's Bureaucratic Model - its critique and post-Weberian Developments | MILESTONE IN PUB AD: BUREAUCRACY – THE GOOD, BAD AND UGLY. Authority and Power, Types of authorities, Characteristics of Bureaucracy, relevance of bureaucracy, critique of bureaucracy, weber's analysis on shortcoming of bureaucracy, post Weberian development – neo- Weberian state, Blacksburg manifesto, new public service, public goods, and public interest, pareto optimality | |
| | Dynamic Administration (Mary Parker Follett) | BRIDGE: FROM OLD SCHOOL TO THE NEW. Follet's Contingency Model, order of the situation, Conflict Resolution, Views on Power, Authority, leadership, communication, and Control. Criticism of Follet's ideas in dynamic administration. | |
| | Human Relations School (Elton Mayo and others) | BRINING HUMANS BACK IN THE ORGANIZATION... Hawthorne Experiment, Group Behaviour and dynamics in industrial organisations, Importance of informal groups. | |
| | Functions of the Executive (Chester Barnard) | FUNCTIONS OF EXECUTIVE: MANAGING PEOPLE IN THE ORGANIZATION... Organisations as systems of Human Cooperation, Total situation, formal and informal organisations, | |

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| | <p>acceptance of authority (Fiction of Authority), Characteristic of a complex organization, Contribution-Satisfaction Equilibrium, Zone of Indifference, Views on communication, coordination, decision making, authority, power, leadership, qualities of a leader, moral/ethical leadership, planning. Criticism.</p> | |
| Simon's decision- making theory | <p>A PERSPECTIVE THAT BROKE THE COURSE OF PUB AD! Decision making model, Programmed and non-programmed decisions, rationality and Bounded rationality, 'satisfying' behaviour, administrative man, Fact-Value dichotomy, Zone of acceptance, 4 types of rationalities, views on authority and efficiency, Communication, informal organization, Criticism of Simon.</p> | |
| Participative Management (R. Likert, C.Argyris, D.McGregor). | <p>ORGANISATIONS FOR THE PEOPLE'S GROWTH... R. Likert -</p> <ol style="list-style-type: none"> i. Supervisory Styles ii. (Job Centred vs Employee Centred) iii. Interaction Influence system to maximize skills, resources, and individual's motivation at different levels of organisation iv. Linking Pin Model v. Management Systems (System - 1 to System -4) vi. Ways of managing conflict <p>D. McGregor -</p> <ol style="list-style-type: none"> i. Theory X and Theory Y, ii. Scanlon Plan, iii. Rehabilitation of Rational Emotive Manager, iv. Working through differences, v. Transactional Influence <p>C. Argyris -</p> <ol style="list-style-type: none"> i. Strategies for Organizational Development: ii. Maturity-Immaturity Theory Improving Interpersonal Competence iii. Organisational Structures - Pyramid Structure, Modified Formal Organisation, Matrix Organisation. | |

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| | | <ul style="list-style-type: none"> iv. Techniques of Programmed Learning – Sensitivity (T- Group) Training v. Individual and Group adaptation vi. Organisational Learning Criticism of the above thinkers | |
| | Theories – system and contingency | MODERN ORGANISATIONS... Analysis and evaluation of models | |
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| 3 | Administrative Behaviour | | |
| | Communication; Morale; | GLUE THAT BINDS ORGANISATIONS... Role and processes of communication. Manuel castells- network society, | |
| | Motivation Theories – content, process and contemporary; | THE DRIVING FORCE BEHIND ACTIONS OF PEOPLE... Traditional, content Vs. Process, Contemporary. Contributions: Maslow’s need hierarchy Herzberg, McGregor, Alderfer ERG model Victor vroom’s VIE model Pavlov’s Reinforcement theory, Operant condition theory of B.F Skinner, Edwin Locke (Goal setting theory) Equity Theory (Stacy adams) Cognitive evaluation theory by Charms. <u>Criticism</u> | |
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| | Theories of Leadership: Traditional and Modern | LEADER MUST BE FIRM YET GENTLE... Trait theories, modern theories, contingency theories. Contributions: OHIO Study, Likert Michigan Study Leadership grid, Blake and Moulton Fiedler’s Contingency theory Path Goal Theory, Robert House Lifecycle approach, Hersey & Blanchard Cognitive resource theory, Diago and Garcia Leader-member exchange theory, Contemporary developments. | |
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| 5 | Accountability and control: | THE MORAL SIDE OF ADMINISTRATION AND HOW TO ENSURE IT... | |
| | Concepts of accountability and control | The basic concepts. How accountability, responsibility and control linked. | |

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| | Legislative, Executive, and judicial control over administration Means of accountability and control | Different ,means by which accountability is ensured in the organization. | |
| | Citizen and Administration | Understanding the citizen administration interface and ways of improving it. | |
| | Role of media, interest groups, voluntary organizations. Civil society; Citizen's Charters; Right to Information, Social audit | The actors outside government that are asking right questions and making the administration answerable for their actions. The concepts and its implication for administration and democracy. | |
| 6 | Administrative Law: | <i>WITH GREAT POWERS COMES GREATER RESTRICTIONS... CONSTITUTIONALISM AT WORK</i> | |
| | Meaning, scope and significance; | Common law vs administrative law | |
| | Dicey on Administrative law; | Dicey's criticism of droit administratif | |
| | Delegated legislation; | Growth, relevance and control of delegated legislation | |
| | Administrative Tribunals. | Need and scope. Tribunalisation of justice, in the context of administrative law. | |
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| 7 | Comparative Public Administration: | <i>ADMINISTRATION ACROSS THE BORDERS – STUDYING PUB AD BEYOND USA</i> | |
| | Historical and sociological factors affecting administrative systems; | Search for scientific and universal principles of administration, Ecological and Systems Approach | |
| | Administration and politics in different countries; | Understanding the Ecological aspects influencing administration and vice versa | |
| | Current status of Comparative Public Administration; | New CPA, Globalisation and Development, Development Administration | |
| | Ecology and administration; | Ferrel Heady, Riggs, Sala Model, Internal and external environment influence: Theoretical models. | |
| | Riggsian models and their critique. | Agraria-industria typology, Prismatic model, Bazaar- canteen model, Riggs on development, critical appraisal of Riggs. | |

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| 8 | Development Dynamics: | <i>WHAT DEVELOPMENT MEANS TO DIFFERENT SOCIETIES AND HOW GOVERNMENT CARRIES IT OUT</i> | |
| | Concept of development; | Development administration: origin and evolution, comparison with traditional, dynamism of scope. | |
| | Changing profile of development administration; | Conceptual perspective, various phases: Crisis phase, governance phase. | |
| | 'Anti-development thesis'; Bureaucracy and development; | Participative development, Contribution of scholars: Jean Dreze, Amartya Sen, Antithetical aspect, Contribution of scholars: Weber, Peter Blau, Riggs. Indian Perspective- empowerment approach. | |
| | Strong state versus the market debate; | Theoretical and practical emerging scenarios. | |
| | Impact of liberalisation on administration in developing countries;. | Administration from regulatory to facilitator, challenges, minimalist state, Neo-liberal model | |
| | Women and development - the self-help group movement | Womenisation of development, role and issues faced by women and SHGs | |
| 9 | Personnel Administration: | <i>HOW TO MANAGE PEOPLE IN THE GOVERNMENT ORGANIZATION</i> | |
| | Importance of human resource development; | Role of HRD in government, HRD developments in government systems, approaches to integrated HRD. | |
| | Recruitment, training, career advancement, position classification, discipline, performance appraisal, promotion, pay and service conditions; | Types, relevance and issues. (Recent developments in Indian administration) | |
| | employer-employee relations, grievance redressal mechanism; Code of conduct; Administrative ethics | Whitley commission, Administrative ethics, (learning the topic with paper 2 examples) | |
| 10 | Public Policy: | <i>DESIGNING A MANUAL OF PUBLIC SERVANT TO FULFILL THE PURPOSE OF DEMOCRACY</i> | |
| | Models of policy- making and their critique | Systems model, rational models, Incrementalist model: Lindbloom, Dror's normative-optimum model, mixed model | |

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| | Processes of conceptualisation, planning and implementation, monitoring, evaluation and review and their limitations | Techniques involved in policy making, models and agencies involved in policy process, formal and informal channels, Perspectives and challenges involved. | |
| | State theories and public policy formulation. | Role of state in making and implementing the policies, Marx's views, Socialist view on the state. | |
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| 11 | Techniques of Administrative Improvement: | <i>HOW TO MAKE ADMINISTRATION MORE EFFICIENT – LEGACY OF SCIENTIFIC MANAGEMENT.</i> | |
| | Organisation and methods, Work study and work management; e-governance and information technology; | The tools, techniques and methods of improving administrative efficiency. | |
| | Management aid tools like network analysis, MIS, PERT, CPM. | | |
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| 12 | Financial Administration: | <i>MANAGING THE FUEL OF GOVERNMENT BUSINESS EFFECTIVELY.</i> | |
| | Monetary and fiscal policies; | Influencing macroeconomic outcomes using the 2 tools of Monetary and Fiscal Policy, FRBM Act, 2003 | |
| | Public borrowings and public debt, | Debt management, transparency and accountability, framework and pitfalls. | |
| | Budgets - types and forms; | Institutions involved in budgetary process: Parliament, Political Executive, Audit Department, Parliamentary Committees, Scrutiny of Budget, Principles of Budget-making | |
| | Budgetary process; Financial accountability; | Implementation of budget, scrutiny of budget, reforms in financial management. | |
| | Accounts and audit. | Types and forms: Legal audit, social audit, ethical audit. | |