

UPSC – Civil Services Examination(CSE)

Optional Subject – Syllabus : Public Administration

PAPER – I: Administrative Theory (250 Marks)

[Duration 3hrs]

- 1. Introduction:** Meaning, scope and significance of Public Administration; Wilson's vision of Public Administration; Evolution of the discipline and its present status; New Public Administration; Public Choice approach; Challenges of liberalization, Privatization, Globalization; Good Governance: concept and application; New Public Management.
- 2. Administrative Thought:** Scientific Management and Scientific Management movement; Classical Theory; Weber's bureaucratic model – its critique and post-Weberian Developments; Dynamic Administration (Mary Parker Follett); Human Relations School (Elton Mayo and others); Functions of the Executive (C.I. Barnard); Simon's decision-making theory; Participative Management (R. Likert, C. Argyris, D. McGregor).
- 3. Administrative Behavior:** Process and techniques of decision-making; Communication; Morale; Motivation Theories – content, process and contemporary; Theories of Leadership: Traditional and Modern.
- 4. Organizations:** Theories – systems, contingency; Structure and forms: Ministries and Departments, Corporations, Companies, Boards and Commissions; Ad hoc and advisory bodies; Headquarters and Field relationships; Regulatory Authorities; Public – Private Partnerships.
- 5. Accountability and control:** Concepts of accountability and control; Legislative, Executive and Judicial control over administration; Citizen and Administration; Role of media, interest groups, voluntary organizations; Civil society; Citizen's Charters; Right to Information; Social audit.
- 6. Administrative Law:** Meaning, scope and significance; Dicey on Administrative law; Delegated legislation; Administrative Tribunals.

- 7. Comparative Public Administration:** Historical and sociological factors affecting administrative systems; Administration and politics in different countries; status of Comparative Public Administration; Ecology and administration; Riggsian models and their critique.
- 8. Development Dynamics:** Concept of development; Changing profile of development administration; 'Antidevelopment thesis'; Bureaucracy and development; Strong state versus the market debate; Impact of liberalization on administration in developing countries; Women and development – the self-help group movement.
- 9. Personnel Administration:** Importance of human resource development; Recruitment, training, career advancement, position classification, discipline, performance appraisal, promotion, pay and service conditions; employer- employee relations, grievance redressal mechanism; Code of conduct; Administrative ethics.
- 10. Public Policy:** Models of policy-making and their critique; Processes of conceptualization, planning, implementation, monitoring, evaluation and review and their limitations; State theories and public policy formulation.
- 11. Techniques of Administrative Improvement:** Organization and methods, Work study and work management; e-governance and information technology; Management aid tools like network analysis, MIS, PERT, CPM.
- 12. Financial Administration:** Monetary and fiscal policies; Public borrowings and public debt Budgets – types and forms; Budgetary process; Financial accountability; Accounts and audit.

PAPER-2: Indian Administration (250 Marks)

[Duration 3hrs]

- 1. Evolution of Indian Administration:** Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration – Indianization of public services, revenue administration, district administration, local self government.
- 2. Philosophical and Constitutional framework of government:** Salient features and value premises; Constitutionalism; Political culture; Bureaucracy and democracy; Bureaucracy and development.
- 3. Public Sector Undertakings:** Public sector in modern India; Forms of Public Sector Undertakings; Problems of autonomy, accountability, and control; Impact of liberalization and privatization.
- 4. Union Government and Administration:** Executive, Parliament, Judiciary – structure, functions, work processes; Recent trends; Intra-governmental relations; Cabinet Secretariat;

Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Commissions; Attached offices; Field organizations.

5. **Plans and Priorities:** Machinery of planning; Role, composition and functions of the Planning Commission and the National Development Council; 'Indicative' planning; Process of plan formulation at Union and State levels; Constitutional Amendments (1992) and decentralized planning for economic development and social justice.
6. **State Government and Administration:** Union-State administrative, legislative and financial relations; Role of the Finance Commission; Governor; Chief Minister; Council of Ministers; Chief Secretary; State Secretariat; Directorates.
7. **District Administration since Independence:** Changing role of the Collector; Union state- local relations; Imperatives of development management and law and order administration; District administration and democratic decentralization.
8. **Civil Services:** Constitutional position; Structure, recruitment, training and capacity-building; Good governance initiatives; Code of conduct and discipline; Staff associations; Political rights; Grievance redressal mechanism; Civil service neutrality; Civil service activism.
9. **Financial Management:** Budget as a political instrument; Parliamentary control of public expenditure; Role of finance ministry in monetary and fiscal area; Accounting techniques; Audit; Role of Controller General of Accounts and Comptroller and Auditor General of India.
10. **Administrative Reforms since Independence:** Major concerns; Important Committees and Commissions; Reforms in financial management and human resource development; Problems of implementation.
11. **Rural Development:** Institutions and agencies since independence; Rural development programmes: foci and strategies; Decentralization and Panchayati Raj; 73rd Constitutional amendment.
12. **Urban Local Government:** Municipal governance: main features, structures, finance and problem areas; 74th Constitutional Amendment; Global local debate; New localism; Development dynamics, politics and administration with special reference to city management.
13. **Law and Order Administration:** British legacy; National Police Commission; Investigative agencies; Role of central and state agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism; Criminalization of politics and administration; Police-public relations; Reforms in Police.

14. Significant issues in Indian Administration: Values in public service; Regulatory Commissions; National Human Rights Commission; Problems of administration in coalition regimes; Citizen-administration interface; Corruption and administration; Disaster management.