

CONTENTS

<i>Chapters</i>		<i>Pages</i>
PART ONE		
EXPANDING ADMINISTRATIVE HORIZONS		
1.	Basic Concepts of Public Administration [Origin, Indian Administration, Significance ; Meaning ; Scope ; Nature ; Philosophy of Administration; Approaches to the Study of Public Administration ; Human Factor in Administration ; Public Administration in Developed and Developing Countries ; Public and Private Administration, Public Administration and Private Administration under Liberalisation.]	1-32
2.	Public Administration : Its Growth and Development [Period I : 1887-1926, Period II : 1927-1937, Period III : 1938-1947, Period IV : 1948-1970, Period V 1971-91 and Period VI : 1991-Continuing.]	33-38
3.	New Public Administration [The Honey Report on Higher Education for Public Service (1967) ; Conference on the Theory and Practice of Public Administration (1967); The Minnowbrook Conference (1968) ; Toward a New Public Administration ; The Minnowbrook Perspective and Public Administration in a Time of Turbulence ; Evaluation.]	39-47
4.	Public Administration—Art, Science or Both [The Two Usages of Public Administration.]	48-54
5.	Control over Public Administration [Need for Control ; Legislative Control—Limitations of Legislative Control ; Executive Control ; Judicial Control ; Scope of Judicial Intervention ; Suits against Government ; Suits against Public Officials ; Extraordinary Remedies.]	55-72
6.	Major Issues and Challenges of Public Administration in the Third World [An Overview—The Term Explained, The Broad Profiles, The Setting and Legacy, New Trends in Public Administration, Concluding Observations.]	73-80

<i>Chapters</i>	<i>Pages</i>
7. Public Choice Approach in Public Administration ...	81-94
[New Public Management : Perspective in Public Administration; Entrepreneurial Government.]	

PART TWO

ORGANIZATION

8. Theories of Organization ...	95-116
[Importance ; Meaning ; Functions ; Factors in Planning an Organization; Theories of Organization—Scientific Management; The Bureaucratic Theory of Organization ; The Formal Organization Theory; The Human Relations Theory of Organization, Relative Importance of these Theories, The Systems Theory of Organisation : Open and Closed Systems of Organizations.]	
9. Principle of Organization ...	117-131
[Hierarchy ; Span of Control ; Unity of Command ; Integration versus Disintegration ; Centralization and Decentralization : Meaning, Demerits, Evaluation.]	
10. Structure of Organization—Chief Executive ...	132-160
[Two Types of Chief Executive ; Functions of the Chief Executive ; Line and Staff; Line Agency ; Auxiliary Agency ; Staff Agency : Staff Agencies in India—Cabinet Secretariat ; Prime Minister's Office ; Cabinet Committees ; Planning Commission ; Staff Agencies in Britain ; The Executive Office of the President of United States—White House Office ; Office of Budget and Management ; National Security Council.]	
11. Structure of Organization—Departments ...	161-187
[Fundamental Unit of Administration ; Integrated versus Uncorrelated Organization ; Bases of Organization ; Bases of Departmental Organization ; Location of Authority, Departmental Organization in the Central Government ; Ministries and Departments in the Central Government in the year of 2003—The Ministry of Home Affairs, The Ministry of Finance, The Ministry of Defence, The Ministry of External Affairs.]	
12. Structure of Organization—Public Undertakings ...	188-221
[Significance of Public Undertakings ; Types or Kinds of Public Undertakings ; Growth of Public Undertakings in India ; Reasons for Government Participation in Economic	

	Activities ; Organization of Public Undertakings—Departmental Concerns, Government Companies, Government of Public Corporations ; Some Problems of Public Corporation—Accountability to Parliament, Extent and Nature of Ministerial Control, Parliamentary Committee on Public Undertakings; Committee on Public Undertakings ; Public Undertakings since the 1990s.]	
13.	Structure of Organization—Boards and Commissions ...	222-235
	[The Finance Commission ; The Union Public Service Commission ; The Election Commission ; The Backward Classes Commission ; The Official Language Commission ; Independent Regulatory Commissions, Attempts at Reforms.]	
14.	Field Administration ...	236-248
	[Definitions ; Importance of Field ; Field—A Neutral Concept ; Criteria Governing Formation of Field Areas ; Coordination between Field Level Agencies ; Issues in Field-Headquarters Relationship ; Territorial—Functional Dichotomy ; Communication and Control ; Successful Administration of Field Offices.]	
15.	Panchayati Raj in India ...	249-266
PART THREE		
MANAGEMENT		
16.	Management and Its Tasks ...	267-273
	[Meaning ; Nature ; Tasks ; Participative Management ; Tests of Good Management.]	
17.	Leadership, Policy Formation and Decision Making ...	274-308
	[Leadership—Need for Leadership, Meaning and Nature, Qualities of Leadership, Development of Leadership, How to Select Leaders ? ; Policy Formation—Significance, Meaning, Policy and Administration, Formation of Policy, Policy Formulation in India ; Decision Making—Significance, Meaning and Nature, Who Makes Decisions ?, Bases of Decision Making, How to Make a Decision ?, Problems of Decision Making ; Decision Making and Herbert Simon.]	
18.	Planning ...	309-336
	[Why Planning ? ; What is Planning ? ; Kinds of Planning ; Planning Progress ; Plan Formulation ; Planning Commission—Origin, Functions, Composition, Organiza-	

tion ; National Development Council—Origin, Functions, Composition, Evaluation, Implementation, Evaluation ; Committee on Plan Projects (COPP)—Origin, Organization, Activities, Programme Evaluation Organization—Organization, Functions ; Department of Public Enterprises ; Administrative Implication of Planning in India ; Administrative Organization and Management ; Planning Under New Economic Policy adopted in 1990.]

19. **Public Relations and Publicity**

... 337-349

[Need for Public Relations ; Meaning and Nature of Public Relations—What is Public ? , What Public Relations is, What Public Relations is not ? ; Tools and Techniques of Public Relations—Publicity, Direct Mail, Who should be in charge of Public Relations Work ?]

20. **Coordination, Delegation, Communication and Supervision**

... 350-376

[Coordination—Significance, Meaning, How to Coordinate ? , Hindrances to coordination, Delegation—Need for Delegation, What is Delegation ? , What to Delegate ? , Hindrances to Delegation, How to Delegate ? ; Communication—Significance, Meaning, Media, Difficulties and Barriers, Essentials of Communication ; Supervision—Why Supervision ? , What is Supervision ? , Who are Supervisors ? , How to Supervise ? , How to get Supervisors ? , Training Supervisors.]

PART FOUR

PERSONNEL ADMINISTRATION

21. **Bureaucracy and Civil Service**

... 377-424

[Bureaucracy—Meaning, Max Weber and Bureaucracy, Types of Bureaucracy, Maladies of Bureaucracy, Merits of Bureaucracy ; Civil Service—Significance, Meaning, Functions, Qualifications, Modern Trends—(1) Numerical Strength, (2) Technicians and Technologists, (3) Increasing Powers, (4) Positive Nature of Civil Service, (5) Civil Service Neutrality ; United Kingdom, United States, Other Democracies, India ; Morale, Ethics and Professional Standards—Morale in Administration, Ethics in Administration, Professional Standards.]

22. **Recruitment and Selection**

... 425-463

[Importance ; Problem of Recruitment ; Kothari and Satish Chandra Committees on Recruitment Policy ; Scheme of

<i>Chapters</i>	<i>Pages</i>
Competitive Examination, Union Public Service Commission, Staff Selection Commission ; Reservation for Backward Classes, Scheduled Castes and Tribes—Communal Representation in Services, Anglo-Indians, Regional Representation and Linguistic Consideration.]	
23. Promotion and Performance Appraisal ...	464-477
[History of Promotion Policies in the Civil Services in India ; Principles of Promotion—Performance Appraisal.]	
24. Position Classification ...	478-487
[Classification of Positions ; Rank Classification ; Higher Public Service under the Government of India ; 'Duties' or 'Position Classification'.]	
25. Education and Training ...	488-514
[Objectives of Training ; Types of Training ; Who should be the Trainers ? ; What should be the 'Content' of Training ? ; Training in Britain ; Training in India—Training for Indian Administrative Service (I.A.S.), Training for Indian Foreign Service (I.F.S.), Training for Indian Police Service (I.P.S.), Training for Indian Audit and Accounts Service (I.A. & A.S.), Training for Income Tax Service, Railway Staff College, Baroda ; The Institute of Secretariat Training and Management (Old Central Secretariat Training School), New Delhi ; Administrative Staff College, Hyderabad ; Indian School of Public Administration (1959-1968) ; Indian Institute of Public Administration.]	
26. Bureaucracy and Development ...	515-522
[The Subject ; Approach to Eighth Plan (1992-1997) ; Conclusion.]	
27. Generalist and Specialist in Administration ...	523-535
[Terminology Defined ; Position in India ; Reasons for the Superiority of Generalists ; Case for Specialists ; The Way Out.]	
28. Employer-Employee Relations ...	536-564
[Right of Association ; Right to Strike ; Machinery for Negotiations ; Whitleyism in U. K. ; Machinery for Negotiations in U.S.A. ; Machinery for Negotiations in India ; Staff Committees (Councils) ; A Scheme for Joint Consultative Machinery ; The National Council, The Departmental Council, Regional and/or Office Council, Conclusion.]	

29.	Integrity in Administration	585-593
	[Definition of 'Integrity' ; Problem in Historical Perspective ; Causes for the Decline in Integrity in Public Administration ; Modes of Corruption ; Existing Legal Framework ; Conduct Rules ; Central Bureau of Investigation (C.B.I.), Central Vigilance Commission—Vigilance Organization in Ministry, Special Police Establishment, Lokpal, Vigilance Machinery in States, Major Scandals in High Places.]	
30.	Civil Service in India	594-610
	[Introduction ; All-India Services ; Why All-India Services ? ; History of All-India Services ; The Indian Administrative Service.]	
PART FIVE		
FINANCIAL ADMINISTRATION		
31.	Administration and Finance	611-621
	[Importance of Fiscal Management ; Executive and Legislature ; Ministry of Finance ; Audit ; Budget ; Budget—the Heart of Management, Budget—a Tool of Legislative Control, Budget—Its Economic and Social Implications.]	
32.	Budgetary Process	622-648
	[Budgetary Responsibilities of Modern Government ; Preparation of Budget ; Enactment of the Budget ; Department-related Standing Committees of Parliament ; Voting on Taxes ; Finance Bill ; Post-Budgetary Control of the Ministry of Finance ; Scheme of Integrated Financial Advisers ; Other Financial Reforms.]	
33.	Performance Budgeting	649-656
	[Shortcomings of the 'Line-Item' Budget ; Meaning of Performance Budgeting ; Advantages of Performance Budgeting ; Nomenclatures ; History of Performance Budgeting.]	
34.	Financial Committees of Parliament in India	657-668
	[Requisites of Effective Parliamentary Control ; Public Accounts Committee ; Estimates Committee.]	
35.	Audit	669-680
	[Meaning ; Audit in U.K., U.S.A., and India—The Comptroller and Auditor-General, Paul H. Appleby's Criticism of Indian Audit ; Separation of Accounts from Audit—Case for Separation, Case against Separation ;	

Implementation of the Scheme of Separation of Accounting from Audit.]

PART SIX

ADMINISTRATIVE LAW AND REGULATION

36. **Delegated Legislation** ... 681-703

[Meaning ; Need for Delegation ; Universality of Delegated Legislation; Confusion of Nomenclature ; Normal and Exceptional Types of Delegated Legislation ; Henry VIII Clause ; Advantages of Delegated Legislation; Disadvantages of Delegated Legislation ; Safeguards in Delegated Legislation ; Parliamentary Committee to Probe into Delegated Legislation ; Delegated Legislation in India ; Parliamentary Control of Subordinate Legislation in India.]

37. **Administrative Tribunals** ... 704-735

[Emergence and Significance of Administrative Tribunals ; Quasi-judicial ; Income Tax Appellate Tribunal ; Railway Rates Tribunal ; Central Administrative Tribunal ; Factors giving Rise to Administrative Tribunals; Two Main Types of Administrative Adjudication ; Advantages of Administrative Tribunals ; Disadvantages of Administrative Tribunals.]

PART SEVEN

ADMINISTRATIVE IMPROVEMENT

38. **Some Attempts at Administrative Improvement** ... 736-746

[Cameralists ; Scientific Management—Methods, Time and Motion Study, Methods-Time-Measurement, Evaluation ; Hawthorne Studies.]

39. **O and M** ... 747-774

[Meaning ; Functions ; Nature ; Why O and M ? ; Location of 'O and M' Unit ; Staffing ; O and M Techniques—Survey, Inspection, Forms Control, File Operations.]

40. **Other Tools of Administrative Improvement** ... 775-797

[Work Study ; Method Study ; Work Measurement—Meaning, Uses of Work Measurements, Units of Measurement, Techniques ; Organization Analysis ; Tools of Analysis ; Work Study in the S.I.U. ; Work Simplification ; Automation ; Operations Research—What Is It ? ; How

<i>Chapters</i>	<i>Pages</i>
it Differs from other Techniques ? Operations Research Case Histories.]	
41. Aids to Efficiency : Better Motivation of the Public Services	... 798-812
[Mental Aids ; Attitude Education ; Emotional Factors ; Personal Factors.]	
INDEX	813