

Contents

<i>A Note to the Reader</i>	(iii)	Human Relations School	70
<i>List of Books Consulted</i>	(v)	Behavioural Approach	72
		Systems Approach	73
<hr/>			
SUBJECT REVIEW	1-212		
<hr/>			
<i>unit 1</i>		<i>unit 4</i>	
Introduction	1	Administrative Behaviour	75
Meaning	1	Decision-Making (Herbert Simon)	75
Scope	3	Communication	81
Significance	5	Control	86
Contribution	7	Theories of Leadership	88
Evolution of Public Administration		Motivation (Maslow and Herzberg)	96
as a Discipline	7		
Private and Public Administration	13	<i>unit 5</i>	
Market Versus State Debate	14	Accountability and Control	103
New Public Administration	19	The Concept of Accountability	103
New Public Management Perspective	20	Concepts of Control	104
Status of Public Administration		Legislative Control	105
as a Discipline	22	Executive Control	110
Comparative Public administration	24	Judicial Control	111
Development Administration	27	Role of Civil Society and People's	
		Participation	118
		Right to Information	119
<i>unit 2</i>			
Basic Concepts and Principles	31	<i>unit 6</i>	
Organisation	31	Administrative Systems	123
The Principles of Hierarchy	34	Administrative System in USA	123
Unity of Command	36	Administrative System in France	125
Span of Control	37	Administrative System in the United	
Authority and Responsibility	39	Kingdom of Great Britain and	
Coordination	40	Northern Ireland	127
Centralisation and Decentralisation	44	Administrative System in Japan	129
Delegation	46		
Supervision	51	<i>unit 7</i>	
Line and Staff Agencies	55	Personnel Administration and	
		Civil Services in India	136
<i>unit 3</i>		Role of the Civil Service in	
Theories of Administration	57	Developing Societies	136
Introduction	57	Position Classification	138
Scientific Management	57	Recruitment	139
Classical Theory	60	Union Public Service Commission	140
Bureaucratic Theory	62	Training	141
Ideas of Mary Parker Follett	65	Neutrality and Anonymity	142
Ideas of Chester Irving Barnard	67	Generalist and Specialist	143

Relation with the Political Executive	144	Nagarpalika : A Critical Evaluation	209
Administrative Ethics	147	73rd and 74th Amendments after Seven Years	210
<i>unit 8</i>		Cooperative Federalism and Decentralisation in the Ninth Plan	212
Financial Administration	153		
Introduction	153	QUESTION REVIEW	213-332
Concepts of Budget	154	Questions	213
Forms of Budgets	155	Answers	328
Budgetary Principles	156	Explanatory Notes	332
Formulation of Budget	159		
Execution of the Budget	163	PRACTICE TEST PAPERS	334-353
Deficit Financing	164	Practice Set-I	334
Public Debt	166	Answers	343
Accounts and Audit	168	Practice Set-II	344
Reforms in India	170	Answers	353
<i>unit 9</i>			
Union Government and Administration in India	171	SOLVED PAPERS: UPSC	354-560
British Legacy: Constitutional Context of Indian Administration	171	CIVIL SERVICES (PRELIMS)	
President	175	Question Paper 1996	354
Prime Minister and the Council of Ministers	176	Suggested Answers	369
Central Secretariat	177	Question Paper 1997	370
Cabinet Secretariat	178	Suggested Answers	386
Prime Minister's Office	179	Question Paper 1998	387
Planning Commission	181	Suggested Answers	398
Finance Commission	182	Question Paper 1999	399
Election Commission	182	Suggested Answers	410
Major Patterns of Public Enterprise	187	Question Paper 2000	411
		Suggested Answers	424
		Question Paper 2001	425
		Suggested Answers	436
		Question Paper 2002	437
		Suggested Answers	450
		Question Paper 2003	451
		Suggested Answers	467
		Question Paper 2004	468
		Suggested Answers	482
		Question Paper 2005	484
		Suggested Answers	501
		Question Paper 2006	502
		Suggested Answers	516
		Question Paper 2007	517
		Suggested Answers	531
		Question Paper 2008	532
		Suggested Answers	547
		Question Paper 2009	548
		Suggested Answers	560
<i>unit 10</i>			
State and District Administration	190		
Introduction	190		
Governor	190		
President's Rule	193		
Chief Minister	194		
Secretariat	195		
District Collector : Changing Role	196		
<i>unit 11</i>			
Panchayati Raj	199		
History of Local Self-government in India	199		
Problems	207		