

# Department of Public Administration

University of Chittagong

PA-101: Introduction to Public Administration

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## Course Outline:

**Part-1:** Meaning, Nature, Scope and Significance of Public Administration.

**A. Public Administration as an activity (of government).**

### Recommended Readings:

1. John J. Corson and Joseph P. Harris, *Public Administration in Modern Society* (New York: McGraw-Hill, 1963), pp.11-16.
2. Dwight Waldo, *The Study of Public Administration* (New York: Random House, 1965), Chapter-1 : "What is Public Administration"; and Chapter-2.: "Development of the Study of Public Administration".
3. United Nations, *A Handbook of Public Administration : Current Concepts and Practices With Special Reference to Developing Countries*, 1961, বাংলায় অনুবাদ করেছেন মোহাম্মদ শামসুর রহমান, লোকপ্রশাসন সার (ঢাকা : বাঙলা একাডেমী, ১৯৮৯)।
4. Stephen P. Robbins, *The Administrative Process* (New Delhi: Prentice-Hall of India Pvt. Ltd, 1978). pp. 4-29.
5. Luther H. Gulick and L. Urwick (eds.) *Papers on the Science of Administration* (New York: Institute of Public Administration, 1954).
6. মোহাম্মদ শামসুর রহমান, *আধুনিক লোকপ্রশাসন* (ঢাকা : বাংলা একাডেমী, ১৯৯৩), পৃঃ ১০০।
7. ড. মোহাম্মদ শামসুর রহমান, *লোক-প্রশাসন তত্ত্ব ও বাংলাদেশ প্রশাসন* (ঢাকাঃ খান ব্রাদার্স এ্যান্ড কোম্পানী, ২০০৩), পৃঃ ১৫-৪৪।
8. মুহাম্মদ নূরুল ইসলাম, "আধুনিক রাষ্ট্রে লোকপ্রশাসন" *লোক-প্রশাসন সাময়িকী*, লোক-প্রশাসন বিভাগ, চট্টগ্রাম বিশ্ববিদ্যালয়, ১৯৮৩।
9. Ira Sharkansky, *Public Administration: Policy Making in Government Agencies*, Third Edition (Chicago : Rand McNally, 1975), pp. 4-13.
10. John M. Pfiffner and Robert Presthus, *Public Administration*, Fifth Edition (New York: The Ronald Press Company, 1967), pp.9-15
11. E.N. Gladden, *The Essentials of Public Administration* (London : Staples Press, 1966).
12. Woodrow Wilson, "The Study of Administration," in *Political Science Quarterly*, Vol.1.2 (June 1887), pp.197-222, reprinted in Dwight Waldo, *Ideas and Issues in Public Administration* (New York : McGraw -Hill Book Company Inc., 1953), pp.64-75.
13. Articles on "Public Administration" that are published in the *journals* and *periodicals* published from the Department of Public Administration and the Faculty of Social Science, University of Chittagong.
14. Important handouts supplied by the course teacher from time to time.

**B. Public Administration as an academic discipline.**

### Recommended Readings:

1. Corson and Harris, *op.cit.*, pp.8-11.
2. Dwight Waldo, *op.cit.*, chapter -4 "Trends in the study of Public Administration".

3. Nicholas Henry, *Public Administration and Public Affairs*, Third Edition (Englewood Cliffs, New Jersey : Prentice-Hall Inc., 1980), Chapter –1: “Public Administration’s Handred Years in a Quandary.”
4. Felix A. Nigro and Lloyd G. Nigro, *Modern Public Administration*, Fifth Edition (New York : Harper & Row Publishers, 1980), pp.14-18.
5. আবদুন নূর, “লোক-প্রশাসন অধ্যয়নে পাশ্চাত্য চিন্তাধারার বিবর্তন”, *Chittagong University Studies* (Social Science), Vol. XIV. No.1. November 1993.
৬. মুহাম্মদ নূরুল ইসলাম, “আধুনিক লোক-প্রশাসনের বৃদ্ধি বৃত্তিক বিকাশ” *লোকপ্রশাসন ও উন্নয়ন, লোক-প্রশাসন বিভাগ, চট্টগ্রাম বিশ্ববিদ্যালয়*, ১৯৮৩।

### C. *Public Administration and other Disciplines.*

#### Recommended Readings:

1. Dwight Waldo, *op.cit.*, Chapter-V: “Administrative Study and the Social Sciences”, pp.49-59

### D. *Influence of Environment on Public Administration.*

#### Recommended Readings:

1. Corson and Harris, *op.cit.*, Chapter-1, pp.1-8.
2. F.W.Riggs, *The Ecology of Public Administration*, (London: Asia Publishing House, 1975).

### E. *Approaches to the Study of Public Administration*

#### Recommended Readings:

1. J.M.Pfiffner and R.V.Presthus, *Public Administration*, pp.33-10. Fifth Edition (New York : The Ronald Press Company, 1967), pp.3-20.
2. মোহাম্মদ শামসুর রহমান, প্রাণ্ডিত, পৃঃ ৪৮-৫৯,

## Part-11: Models,

## Theories and Approaches in the study of Organization and Management .

### A. Classical Theory of Organization—Scientific Management.

1. William G.Scott, 0 Organization Theory: An Overview and an Appraisal0, in *Journal of the Academy of Management*, April 1961.
2. Frederick W. Taylor, 0Principles of Scientific Management,0 in *Scientific Management*(New York : Harper, 1947).
3. Herbert G. Hicks and C.Ray Gullett, *Organizations: Theory and Behavior* (Tokyo : McGraw-Hill Inc. 1975), Part-2, Chapter-10:  
0 Classical Theory-Scientific Management 0, pp.175-187;420-424.
4. Fremont E.Kast and James E. Rosenzweig, *Organization and Management : A System and Contingency approach* (Tokyo : Mcgraw-Hill Inc.,1981), pp.55-58;115-120
5. Claude S. George, Jr., *The History of Management Thought*, মুহাম্মদ শামসুর রহমান অনূদিত , ব্যবস্থাপনা চিন্তাধারার ইতিহাস (ঢাকা : পেপার প্রসেসিং এন্ড প্যাকেজিং লিঃ, ১৯৯৩), ৬ষ্ঠ অধ্যায়, “বৈজ্ঞানিক ব্যবস্থাপনা”, পৃঃ ১৩৯-১৫০।
৬. আবু তাহের খান, “সংগঠন তত্ত্বে চিন্তার বিবর্তন ও তার প্রায়োগিক বিশ্লেষণ”, *বাংলা একাডেমী পত্রিকা*, ঢাকা, কার্তিক -পৌষ, ১৩৯৫।
7. Daniel A. Wren, *The Evolution of Management Thought* (New York: Ronald Press, 1972), Chapter-6.

B. Classical Theory of Organization : *Bureaucracy*-Basic Elements, Functions and Dysfunctions.

Recommended Readings :

1. Max Weber, *The Theory of Social and Economic Organization*, translated by A.M Henderson and Telcott Parsons (New York: The Free Press,1964).
2. Hicks and Gullett, *op.cit.*,pp.125-152.
3. Kast and Rosenzweig, *op.cit.*,pp.63-66.
4. Richard J.Stillman 11. *Public Administration :Conceptss and Cases*, Second Edition (Boston : Houghton Mifflin Company, 1980), Chapter-1 0The Formal Structure: The Concept of Bureaucracy0, pp.39
5. Richard H. Hall. 0 The Concept of Bureaucracy : An Empirical Assessment0, in *American Journal of Sociology*, July 1963.
6. Muzaffar Ahmed Chaudhury, *An Exmmation of the Criticism Agasinst Bureaucracy* (Dacca : National Institute of Public Administration, 1965).
7. Peter M. Blau and Marshall W.Meyer, *Bureaucracy in Modern Society*, Second Edition (New York: Random House, 1956), Chapter-1 : 0 Why Study Bureaucracy ? 0
8. Reinhard Bendix, 0 Bureaucracy ,0 in *International Encyclopedia of the Sociol Sciences*, Vol.2,pp. 206-217.

C. Classical Theory of Organization : *Principles of Administration*.

Recommended Readings :

1. Henri Fayol, *General and Industrial Management*. translated by Constanee Storrs (London : Sir Issac Pitman & Sons Lid.,1949).
2. Hicks and Gullett, *op.cit.*,pp.158-170
3. Kast and Rosenzweig, *op.cit.*,pp.59-63
4. Daniel A. Wren, *op.cit.*

D.Neo-classical Theory of Organization: The Human Relations Approach.

**Recommended Readings :**

1. Hicks and Gullett, *op.cit.*,pp.192-204.
2. Kast and Rosenzweig, *op.cit.*,pp.76-80.
3. Elton Mayo, *The Human Problems of an Industrial Civilization* (New York : Maacmillan, 1933).
4. Keith Davis, *Human Relations at work: The Dynamics of Organizational Behaviour* (New York : McGraw Hill, 1972).

E. : Modern Theory of Organization: The Systems Approach.

**Recommended Readings:**

1. Hicks and Gullett, *op.cit.*,pp.209-220.
2. Kast and Rosenzweig, *op.cit.*,pp.97-115.
3. Ludwig Von Bertalanffy, 0The Theory of Open Systems in Physics and Biology0, in *Science*, January 1950.
4. Daniel Katz and Robert L.Kahn, *The Social Paychology of Organizations*, Second Edition (New York: John Wiley & Sons, Inc., 1978).
5. C.L. Sharma, 0Systems Theory and Management of Organization0,in *Philippine Journal of Public Administration*,Vol. XXXIV, No.1. January 1990.

## **F. Models of Organizational Behaviour.**

### **Recommended Readings :**

1. Keith Davis and John W. Newstrom, *Human Behavior at Work : Organizational Behavior*, Seventh Edition (New York : McGraw-Hill Book Company, 1985), pp.29-38.

## **Part- 111: Dynamics in Administration : Selected Practices.**

### **A . Leadership in Administration: Approaches and Styles.**

#### **Recommended Readings:**

1. Nigro and Nigro, *op.cit.*, Part Three, Chapter-13: Leadership, pp.268-279.
2. Hicks and Gullett, *op.cit.*, pp.300-314.
3. Kast and Rosenzweig *op.cit.*, pp.310-334.
4. Stephen P. Robbins, *op.cit.*, pp.352-366.
5. ...., *Organizational Behaviour: Concepts, Controversies and Applications* (New Jersey: Prentice-Hall Inc., 1983), Part-11: Chapter-11, Leadership, pp.288-305.

### **B. Decision Making in Administrative Organization.**

#### **Recommended Readings:**

1. Nicholas Henry, *op.cit.* pp.106-107.
2. Nigro and Nigro, *op.cit.*, Part Three, Chapter-10: Decision Making, pp. 211-225.
3. Hicks and Gullett, *op.cit.*, pp.335-350.
4. Kast and Rosenzweig, *op.cit.* pp.344-364.
5. Stephen P. Robbins, *op.cit.*, pp.152-168.
6. Ira Shrankasky, *op.cit.*, pp.50-70.

### **C. Communication in Administration.**

#### **Recommended Readings :**

1. Nigro and Nigro, *op.cit.*, Part Three, Chapter-11: Communications and Public Relations, pp.229-236.
2. Hicks and Gullett, *op.cit.*, pp.318-331.
3. Stephen P. Robbins, *op.cit.*, pp.391-403.
4. ...., *Organizational Behavior*, pp.262-277.
৫. মুস্তাফা মজিদ, *লোকপ্রশাসনের তাত্ত্বিক প্রসঙ্গ* (ঢাকা: প্রশাসনিক গবেষণা কেন্দ্র, ১৯৯৪), “সংগঠনে যোগাযোগের তাত্ত্বিক পটভূমি,” পৃ ৮৪-৯৫।

### **D. Motivation in Administration.**

#### **Recommended Readings:**

1. Hicks and Gullett, *op.cit.*, pp.275-295.
2. Kast and Rosenzweig, *op.cit.*, pp.244-258.
3. A.H. Maslow, *Motivation and Personality*, Second Edition (New York : Harper and Row, 1954).
4. Douglas McGregor, *The Human Side of Enterprise* (New York : McGraw-Hill, 1960).

5. Fredrick Herzberg, *Work and the Nature of Man* (Cleveland : World Publishing, 1966).
6. ---0The Mtivation-Hygiene Concept and problems of Manpower0, in *Personnel Administration*, Jan.-Feb,1964.
7. Stephen P. Robbins,*op.cit*,pp.301-317.
8. Stephen P. Robbins, *Organizational Behavior*, pp.132-156.

#### **Part-IV: Organization and Some Basic Ideas.**

Line and Staff in Organization, Centralization and Decentralization, Power and Authority, Co-ordination, Span of Control, Hierarchy, Organization Development (OD), Management by Objective (MBO) and Management Information Service (MIS).

#### **Recommended Readings:**

1. Nigro and Nigro, *op.cit.*, Part Two Chap.-7 0 Line and staff Service”, pp. 152-167.
2. .... , *Ibid.* 0 Organization Development” , pp. 145-146.
3. Stephen P. Robbins *Organization Behavior*”, pp 472-485.
4. Don Ryan,” Management by Objectives “*Pakistan Management Review* , Vol. XXIII, No 2&3, 1982.
- 6.Heinz Weihrich and Harold Koontz , *Managenent : A Global Perspective*, Eleventh Edition (New York: McGraw-Hill Book ecmrany Pvt. Ltd, 2005).
6. John W. Newstrom and Keith Davis,*Organizational Behavior: Human Behavior at Work*, Tenth Edition (New York: The Mc Grow-Hill Company Inc.,1993),” Understanding Organizational Development”, pp. 416-423.
7. Fritz Morstein Marx (ed.), *Elements of Public Administration*, Second Edition (New Delhi: Prentice Hall of India Pvt.Ltd.,1968),pp.251-258.

#### **Part-V: Issues and Problems in Administrative Studies.**

**A. Value Problem in Public Administration** –End of Politics-Administration dichotomy and rise of the New Public Administration Movement.

#### **Recommended Readings:**

1. Dwight Waldo, *op.cit.*, Chapter –VI.” The Value Problem in Administrative Study” ,pp.
  2. Nigro and Nigro, *op.cit.*, Part –I, Chapter –4” Values and Ethics”.
- B. The Concepts of “Public Interest”and“Social Justice”.**

#### **Recommended Readings:**

1. James E. Anderson, *Public Policy-Making* (London : Thomas Nelson and Sons Ltd., 1975), Chapter –6: 0 Policy Study and the Public Interest”, pp. 161-168.
2. Nicholas Henry, *op.cit.*, Chapter –6:” Towards a Bureaucratic Ethics” , pp. 131-145.
3. David K. Hart.” Social Equity, Justice and the Equitable Administrator”,in *Public Administration Review*, Vol, 34, January /February 1974.
4. Abdun Noor,“Outlining Social Justice from An Islamic Perspective:An Exploration”, *The Islamic Quarterly*(London), Vol. XLIV, No. 2,Second Quarter 2000.

#### **C. Accountability in Public Administration.**

1. Ali Ahmed, *Basic Principles and Practices of Administrative Organization: Bangladesh* (Dacca: National Institute of Local Government, 1981), Chapter-12: "Administrative Accountability" pp. 170-195.
2. A.N. Shamsul Haque, *Administrative Reforms in Pakistan* (Dacca: National Institute of Public Administration, 1970), chapter-VIII: "Administrative Accountability and Control", pp. 267-288.
3. Abdel Rahman and Ahamed Abdel Rahman "Administrative Responsibility : An Islamic Perspective", in *The American Journal of Islamic Social Sciences*, Vol. 13, No.4, Winter 1996.
4. Salahuddin Aminuzzaman, "Institutional Process and Practices of Administrative Accountability : Role of the Jatiya Sangshad (Parliament) in Bangladesh", in *South Asian Studies*, Vol. 10 No. July 1993.
5. B Guy Peters, *The Politics' of Bureaucracy : A Comparative Perspective* (New York: Longman, 1978), Chapter -8: " The Politics of Administrative Accountability", pp.202-239.
৬. আবদুল নূর "লোক-প্রশাসনে লোক জবাব দিহিতা: আধুনিক ও ইসলামী পদ্ধতি", *জার্নাল অব ইসলামিক এডমিনিস্ট্রেশন*, Vol. 4-5, No. I. 1998-99.

#### **D. Administrative Discretion, Values and Ethics in Public Administration.**

##### **Recommended Readings:**

1. O.P. Dwivedi, *Public Service Ethics* (Brussels : International Institute of Administrative Sciences, 1979).
- 2....., " Ethics and Values of Public Administration and Accountability" in *IRAS*, Vol. I, No. 1, 1985.
3. Dennis F. Thompson, "The Possibility of Administrative Ethics", in *Public Administration Review (PAR)*, Vol.45, No.5, Sept –Oct., 1985.
4. Michael J. Hill, *The Sociology of Public Administration* (New York : Crane Russak and Company Inc., 1972).
5. M.J. Balogun, *Public Administration In Nigeria : A developmental Approach* (London : McMillan Publishers Ltd., 1981), Chapter on " Ethics and Values in Public Administration" ,pp.236-265.
6. আবদুল নূর "লোক-প্রশাসনে নৈতিকতা", *প্রশাসন সমীক্ষা (বিপিএডিসি, ঢাকা)*, ৪র্থ বর্ষ, ১ম সংখ্যা, বৈশাখ ১৯৩৭ |  
Elementary Books, Important Articles and Chapters of Books for Review in the Class
1. Paul H. Appelby, *Public Administrative for a Welfare State* translated by A.T.M. Shamsuddin and Published by the National Institute of Public Administration, Dhaka, 1964.
2. United Nations, *A Handbook of Public Administration : Current Concepts and Practice With Special Reference to Developing Countries*, translated into Bengali by Mohammad shamsur Rahman as *লোক-প্রশাসন সার* and Published by The Banglas Academy, Dhaka , 1989.
3. Dwight Waldo, *The Study of Public Administration* (New York: Random House, 1965).
4. Nicholas Henry, *Public Administration and Public Affairs*.
5. Claude S. George Jr., *The History of Management Thought*.