

Unit- I

Chapter 1: Meaning and Significance of Public Administration

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Objectives: The objectives of the chapter are to:

- Introduce Public Administration to the students of other streams;
- Make the students aware of the meaning of Administration and Public Administration;
- Enable the students to understand the Nature and Scope of Public Administration (in brief);
- Enlist contemporary developments in the field of Public Administration; and
- Making the students aware of the Significance of Public Administration

Introduction

Administration as an activity is perhaps as old as organised life though Public Administration as a discipline is of a comparatively recent origin. The concepts of government, governance and administration have roots in ancient times. The Ancient treatise *Arthashastra* written in the BC era by Kautilya or Vishnugupt or Chanakya deals with Politics and Administration. It gives an insight into issues related to governance while enumerating the functions of the king, king's offices and officials, trade and commerce, local government, personnel and financial administration etc. It deals with the science of wealth and the science of governance, all important aspects of governance besides dealing with the welfare of children, infirm, afflicted and helpless.

The origin of Public Administration as an academic discipline can be traced to the year 1887 when *Woodrow Wilson* advocated for the separation of Public Administration from Political Science. 'The Study of Administration', an essay published by *Woodrow Wilson* is considered to be the defining point in the emergence of Public Administration as a separate discipline. He stated that administration is a field of business and it lies outside the sphere of politics. Woodrow Wilson is considered as the founder/father of the discipline of Public Administration.

Meaning and Definition of Administration

Public Administration is made of two words – Public and Administration. Let us now understand the meaning of 'Administration' first. The word administration is made from two Latin words, 'ad' + 'ministrare' which means 'to serve,' 'to direct', 'to control', and 'to manage affairs'. Administration thus simply means management of affairs.

1. **Oxford Dictionary:** According to Oxford Dictionary, the term administration means 'managing the affairs.'
2. **Nigro:** "Administration is the organisation and use of men and materials to accomplish a purpose".
3. **H.A. Simon:** "Administration in its broadest sense is the activities of groups cooperating to accomplish desired ends".
4. **Pfiffner and Presthus:** "Administration is the organisation and direction of human and material resources to achieve the desired ends".

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On examining of the definitions of Administration given by various scholars, it can be concluded that Administration means cooperative and collective efforts of men and materials to achieve the desired goals of an organisation.

Meaning and Definition of Public Administration

Public Administration, as stated earlier, is made of two words Public + Administration. The addition of the word 'Public' before 'Administration' gives it an entirely new dimension. The word public here means 'governmental.' Public administration therefore simply means governmental administration. It refers to the mobilisation and proper utilisation of material and human resources by the government and its agencies to achieve the desired ends. Following are some definitions of Public Administration:

1. **Woodrow Wilson:** "Public Administration is a detailed and systematic execution of the law. To him, every particular application of general law is an act of Administration".
2. **John F. Pfiffner:** "Public Administration consists of getting the work done by coordinating the efforts of people so that they can work together to accomplish their set tasks".
3. **Dwight Waldo:** "Public administration is the art and science of management as applied to the affairs of State".
4. **H. A. Simon:** "Public Administration is concerned with the activities of the national, state and local governments".
5. **R. Presthus:** "Public Administration is the art and science of designing and carrying out public policy".
6. **F.A. Nigro and L.G. Nigro:** have given the following detailed definition of Public Administration:
 - (a) It is a cooperative group effort in a public/governmental setting;
 - (b) It covers the executive, legislative and judicial branches of the government and their inter-relationships;
 - (c) It plays an important role in the formulation of public policy and is a part of the political process;
 - (d) It is different in considerable ways from private administration; and
 - (e) It is associated with private groups and individuals to provide services to the community.

Analysis

While analysing the various definitions of Public Administration, two distinct views emerge. Scholars such as H.A. Simon and L. Gulick argue that Public Administration is primarily concerned with the executive branch of the government. In contrast, scholars like D. Waldo and Woodrow Wilson adopt a more comprehensive perspective, asserting that Public Administration encompasses all three branches of government — executive, legislative, and judiciary — along with their inter-relationships. The most inclusive definition has been provided by F.A. Nigro and L.G. Nigro, who describe Public Administration as a cooperative group effort in a governmental setting, covering not only the executive but also the legislative and judicial branches and their inter-relationships. According to them, Public Administration plays a vital role in policy formulation, is deeply involved in the political process, and differs significantly from private administration. They also emphasise its collaborative nature with private groups and individuals in delivering services to the community.

Nature

A scholar comes across the following two broad views as far as the nature of Public Administration is concerned. Managerial View and the Integral View.

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Managerial View

- The Managerial View is the narrower view of Public Administration that considers the work of only those persons who are engaged in the performance of managerial/executive functions as a part of Public Administration.
- Scholars - H.A. Simon, Smithburg, and Thompson advocated this view.
- Luther Gullick says Administration has to do with getting things done. He has given these managerial functions an acronym POSDCORB which stands for Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting.
- This view of Public Administration consists of only the managerial activities of the government. The scholars of this view do not consider any other activity as a part of the administration.

Integral View

- The integral view is the wider view of the nature of Public Administration. According to this view, Public Administration includes all the activities undertaken in pursuit of and in the fulfilment of public policy.
- Scholars - L. D. White, Woodrow Wilson, M. Dimock, J. Pfiffner advocated this view.
- All the activities, whether managerial, manual, technical, or clerical, are considered to be a part of Public Administration.
- The activities of a secretary to the government, who is involved in the managerial activities at the senior level, to the activities of the government functionaries at the lower levels of the hierarchy, *i.e.* a foreman/watchman/ward boy, all are included in Public Administration.

The Nature of Public Administration is thus considered from both Managerial and Integral views. The exact nature of Public Administration, according to Dimock and Koeing, depends upon the context in which it is used.

Scope of Public Administration

Modern-day governments perform several activities ranging from the maintenance of law and order to providing welfare-oriented activities to the citizens. Thus, they have an increasing role to play in all aspects of the lives of the citizens. The Scope of Public Administration is as wide as the activities undertaken by the governments. The scope of Public Administration can be discussed under the following heads:

I. Managerial Point of View

Scope from the Managerial point of view has been summarised by L. Gulick in an acronym POSDCORB. Following is a brief description of the same:

(P) : Planning - Planning is the process of pre-determining the course of action to be undertaken to achieve goals;

Example – Planning for the social and economic development of the country through five-year plans was undertaken by the Planning Commission from 1950-2014. The Planning Commission was replaced by the National Institution for Transforming India (NITI Aayog) in 2015.

At the organisational level yearly, monthly, fortnightly and weekly plans are made by the management to achieve their pre-determined goals

(O) : Organising: Organising is setting up a formal structure of authority to define, arrange, divide, and sub-divide work to achieve specific objectives.

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Example – The Government has set up the National Disaster Management Authority at the national level, State Disaster Management Authority at the state level and District Disaster Management Authority at the district levels to mitigate the sufferings of the people during natural and man-made disasters.

At the organisational level, separate/specialized units/divisions with specific authority are set up to achieve organisational goals.

- (S) : **Staffing:** Staffing deals with recruiting, training, promoting, and dealing with other personnel matters of the employees, as well as creating good and humane conditions of work.

Example – Government of India and States with the help of Union Public Service Commission and State Public Service Commissions, recruit people to be placed at various positions in the governmental organisations.

At the organisational level, qualified people are recruited to be placed at different positions. Their promotional avenues and conditions of work are also determined as per organisational policies.

- (D) : **Directing:** Directing is the task of making decisions and using/embodying them in general and specific orders down the hierarchy.

Example – The Government of India gave directions to the state governments during the Covid-19 lockdown to combat the pandemic.

In organisations, the top management issues directions to the employees regarding various organisational matters.

- (CO): **Coordinating:** Coordinating is an important activity that inter-relates various parts of work to attain goals.

Example – The Government of India and state governments cooperate and coordinate with each other during natural and man-made disasters, and implement development and welfare programmes.

In organisations, coordination is brought with the help of committees having members from different departments/units.

- (R) : **Reporting:** Reporting is an activity of keeping the senior functionaries informed about the functioning of the organisation. Reporting is undertaken with the help of records, reports, and inspections.

Example – Governments report about their activities through annual reports or other periodic reports. Senior officials undertake onsite visits to see the functioning of their respective departments/divisions.

Organisations bring out periodic and annual reports regarding their goals and achievements. The employees of an organisation report to the top managerial level/seniors periodically.

- (B) : **Budgeting:** Budgeting is an important financial activity that is related to fiscal planning, accounting, and control.

Example – Governments make annual budgets showing their income and expenditure. Budget helps in planning, accounting and control of the functioning of different departments.

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In organisations, budgeting is a means of planning and controlling the functioning of departments/divisions.

Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting are activities that are common to all organisations whether they are in the public or private setting. The scope from this point of view is limited to these activities only.

II. Integral Point of View

The scope, from an integral point of view, encompasses all activities undertaken by the government in pursuit of its stated objectives. This scope is expanding day by day, as governments are increasingly engaging in a wide range of activities across various sectors. The functions of the government are not limited to the managerial domain alone but extend across all spheres of the three branches of government, including their interrelationships.

III. Theory of Applied Administration or Subject Matter View

According to this theory, Public Administration is concerned with the implementation of administrative decisions and the inter-relationship between the executive and legislative branches of the government. Since Public Administration is the instrument of the state, its major vocation is helping political executives in carrying out the work of the government. The main forms of applied administration classified by *Walker* are:

- a. **Political:** It comprises the study of executive-legislative relationships, political and administrative activities of the cabinet.
- b. **Legislative:** It consists of the activities undertaken by the officials to draft bills that are presented and enacted by the legislature and issues related to delegated legislation.
- c. **Financial:** Financial Administration comprises activities that help the state in generating, regulating and allocating financial resources to enable the government to carry out its activities.
- d. **Welfare Administration:** Welfare Administration comprises activities of organisations/departments providing welfare to the society at large and specific services to special targeted groups.
- e. **Foreign:** It includes cooperation between different countries as well as International Bodies/Agencies like the UN and other related diplomatic matters.
- f. **Economic:** It comprises all the activities undertaken to boost the economic matters of the government, including industrial activities and foreign trade.
- g. **Local:** It covers the administration of local bodies like the Panchayati Raj Institutions in the rural areas and Municipalities in the urban areas.

IV. Traditional Administrative Theory: As per the Traditional Administrative theory the scope of Public Administration is to look after the functioning of different public authorities. It thus includes the functions of the executive branch only and does not include the other two branches *i.e.* legislative and judicial branches. It includes all the POSDCORB – Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting - activities.

IV. Modern Theory of Public Administration: Scholars like Nigro and Nigro, L.D. White, Woodrow Wilson, and Marshall Dimock consider the work of all three branches of Administration *i.e.* Executive, Legislative, and Judiciary, as a part of the administration. This theory emerged after the state started performing welfare and other socio-economic activities. So

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the government not only performs traditional functions but also undertakes activities in the field of Welfare Administration, Economic Administration, Development Administration, etc. Modern governments also resolve several socio-economic problems of the citizens.

VI. Public Administration as a Discipline: The scope of Public Administration as a discipline is as follows:

1. **Organisation Theory:** Organisation Theory deals with the formal structure and functioning of organisations including the behaviour of individuals and groups working in them.
2. **Financial Administration:** Financial Administration includes preparation, enactment, and execution of budget; accounting and auditing; and other financial functions of the government.
3. **Personnel Administration:** Personnel Administration is tasked with looking after the personnel aspects of governmental organisations. It is concerned with recruitment, training, promotion, conduct & discipline, ethics, personnel agencies like Union Public Service Commission, etc.
4. **Development Administration:** Development Administration is concerned with development plans and programs undertaken by modern countries to develop their nations.
5. **Comparative Administration:** Comparative Administration refers to a study of administrative systems working in different countries in the world.
6. **New Public Administration and New Public Management:** New Public Administration advocates administrative responsiveness and people's participation in governance. New Public Management advocates management perspective into governmental organisations and processes.
7. **Policy-Making:** Policy-making is a field of study that focuses on policy-making, policy implementation, and other policy-related issues. Policies provide guidelines to the government in its decision-making process to determine and achieve its goals.

VII. Contemporary Development: Contemporary Development in Public Administration includes:

1. **Good Governance:** Good governance is a contemporary concept that envisions a system that is free from corruption, provides a platform for the weak and underprivileged to voice their opinion and grievances and is responsive to community needs and requirements. A Good Government keeps the citizen at the center of governance and provides a responsive government that has the capacity and capability to deal with the issues confronting a country. The Government of India, to provide good governance, has undertaken steps like simplification of procedures and processes, effective delivery of services, e-Governance and use of ICT tools, reforms and anti-corruption initiatives.
2. **Right to Information:** Right to Information Act 2005 gives the citizens of the country the right to seek information from a public authority about its functioning and issues confronting them. (The government can refuse to give information related to the security and defence of the country.)
3. **Citizen's Charter:** Citizen Charter is a tool that makes the government accountable and defines the rights of the citizens availing the services provided by the government, it also delineates the process of grievance redressal. Citizen Charter helps in providing better services by helping the departments in setting standards and improving upon them.
4. **E-Governance/Digital Initiatives:** E-Governance/digital initiatives of the governments of present times provide several services to the citizens through the internet as per their convenience. The usefulness of E-Governance and Digitalisation has been widely

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acknowledged and highly accepted at the global level during COVID-19, the Pandemic plaguing the world in 2020.

Examples: E-Governance initiatives include Unified Payment Interface (UPI) – a digital payment platform; MyGov – a citizen engagement platform; Direct Benefit Transfer (DBT) – An aadhar-linked direct benefit transfer to citizens.

Example: Unified Payment Interface (UPI), the digital payment platform of the Government of India is a global front runner in digital payment systems. Many countries including France, UAE, Sri Lanka, Bhutan, Malaysia and Nepal are using UPI for digital transactions.

5. **Administrative Reforms:** Government introduces periodic as well as widespread reforms in response to new development and challenges faced by the State in managing economic and social issues. These reforms are initiated by the government and implemented by Public Administration.

Example: One of the major tax reforms in the recent years is the Goods and Services Tax – 2017 to revamp the tax structure by making it uniform and simple.

6. **Sustainable Development:** Modern governments are in the process of making development sustainable by making it cleaner and greener that is they will develop in a manner that development meets the needs of the present generation without compromising the ability of future generations to meet their own needs.
7. **Women Empowerment:** Women as equal citizens and their empowerment to achieve the goals of a welfare state based on a rights approach.

Examples: The government has introduced schemes like Beti Bachao Beti Padhao, Working Women's Hostels, and Mudra Yojana, to empower women.

8. **Lateral Entry:** Lateral entry has been introduced by the government on the recommendations of NITI Aayog to appoint skilled and specialized personnel to improve the work culture and improve accountability. It is the appointment of personnel from the private sector to middle-level administrative positions, at the Joint-Secretary level in the ministries.
9. **Disaster Management:** Government in its endeavour to mitigate the damage and destruction caused by natural and man-made disasters has set up the National Disaster Management Authority (NDMA) is headed by the Prime Minister of India. NDMA is the apex body for Disaster Management in India, State Disaster Management Body and District Disaster Management Authority function at the State and District levels.

Significance of Public Administration

Governments of the bygone era performed traditional functions like the maintenance of law and order and the collection of taxes. Most of the then rulers were neither interested in the welfare of their citizens nor provided essential services to the people. Modern governments take pride in being known as welfare governments providing welfare services to different target groups. So, governments not only perform their traditional functions, but also execute several welfare-oriented functions for the benefit of the citizens. Public Administration, as the instrument of the state, helps in providing these services to the people. The significance of Public Administration as an instrument of the state increases as modern governments have a prominent role in socio-economic development, welfare, and almost all aspects of governance. Public Administration is a permanent structure, unlike the political part of the government elected for a fixed period. In the words of Sardar Patel, Public Administration is the steel frame of the government. The Significance of Public Administration is as follows:

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1. **Maintenance of Law and Order:** Maintenance of law and order is a traditional function of the government. Public Administration, the instrument of the government, plays a prominent role in maintaining law and order in a place and establishing peace to protect the lives and properties of the people. It helps the executive in framing the legislation and then implementing it, besides imposing fines and penalties on citizens who break these laws. The laws safeguard the rights of the poor and the weak against the mighty.
2. **Collection of Taxes/Revenue:** The second traditional function of the government is the collection of revenue in the form of taxes, duties, fees, and fines. Public Administration, through its financial wings/branches, is the machinery through which the government collects taxes/revenue. The government uses proceeds from these sources to provide free and subsidised amenities to the disadvantaged and marginalised sections of society. This amount is also spent on developing different sectors of the economy.

Examples: The Central Board of Direct Taxes and the Central Board of Excise and Customs have a major role in tax collections in their respective spheres.

3. **Role in Development:** In a developing country like India, Public Administration plays a major role in the development of the country. Public Administration implements various policies made by the government in the agricultural, industrial, and other sectors.

For example, in the agricultural sector, the state provides the latest scientific know-how to the farmers and fixes the price of the various agricultural products, and at times, even the market itself to save the farmers from panic selling. Fertiliser manufacturing PSUs have been set up to develop this sector. Agricultural universities help in conducting research for improved quality of seeds.

Similarly, the state has an important role in developing the rural, urban as well as the industrial sectors of the economy. Make in India, Startup India, Standup India, and ASPIRE (A Scheme for Promotion of Innovation, Rural Industries and Entrepreneurship) are some initiatives of the government to develop the industrial sector.

4. **Provision of Welfare Programmes:** The modern states take pride in being known as the Welfare States and thus provide several welfare programs for the benefit of the citizens. Public Administration visualises and implements welfare programs to alleviate the sufferings of the disadvantaged and distressed sections of society.

Some welfare programs of the government include:

- i Samagra Shiksha, a programme for school children from pre-school to class 12, having three schemes - Sarva Shiksha Abhiyan (SSA), Rashtriya Madhyamik Shiksha Abhiyan (RMSA) and Teacher Education (TE).
 - ii Women, children, youth welfare programs;
 - iii Ayushman Bharat – PM-JAY (PM Jan Arogya Yojana) launched in 2018 is the world's largest health assurance scheme;
 - iv Swachh Bharat Abhiyan; and
 - v PM-Kisan Samman Nidhi Yojana provides income support to small and marginal farmers.
5. **Uplift of Weaker Sections:** It is an agency that implements governmental programs to uplift the weaker and marginalised sections of society and bring them at par with the other sections by Governmental programs like the Reservation Policy providing reservations to the people belonging to the weaker and marginalized sections; Scholarship scheme for children belonging to the weaker sections; Provision of employment opportunities through MNRGA - Mahatma Gandhi National Rural Employment Guarantee Act to help in the uplift of the weaker sections. Other schemes for the uplift of weaker sections include Pre-Matric Scholarships for SC Students, Free Coaching Scheme for SC/ST and OBC students.

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6. **Role in Economic Development:** The Government has a significant role in the economy of the nation. The state draws up plans for the balanced economic growth of the country while Public Administration implements them. It ensures the utilization of the natural and physical resources of the country in such a manner that the country's economy moves in a positive direction in terms of economic growth and that the benefits reach the common man thereby minimising economic disparities.

Examples: A few programmes are Pradhan Mantri Mudra Yojana, Pradhan Mantri Jan Dhan Yojana, Pradhan Mantri Kisan Samman Nidhi (PM-KISAN) etc.

7. **Crisis/Disaster Management:** Public Administration plays an important role in managing natural as well as a man-made crisis in the country. During the times of crisis, the government provides relief to the people either itself or through the NGOs. They do so by making plans and organizing aid, overseeing rehabilitation, and looking after other needs of the people. We have in the present time seen many such examples in our country.

Examples: During COVID-19 pandemic public personnel worked as frontline workers and warriors to provide relief, manage and control the situation. The government provides necessary services to the people during natural disasters like earthquakes and floods and also during man-made disasters like pollution. Disaster Management is carried out by general as well as specialised services. National Disaster Response Force (NDRF) at the national level and State Disaster Response Force (SDRF) at the state level provide relief to the people. NDRF also helped in providing relief to people in the devastating earthquake in Turkey in 2023.

8. **Role in International Affairs:** Different countries of the world today are increasingly engaging with each other in matters of trade and commerce, medical supplies, tourism and other matters like boundary disputes. Public Administration plays an important role in international affairs. Most of the policies made by the politicians are initiated and formulated by Public Administration. Officers of the Indian Foreign Services have an important role to play in international relations.
9. **Role in Social Change and Development:** Government ushers in social change by bringing social legislation and implementing them through Public Administration. These legislations help in uplift the weaker and marginalized sections of society. Social legislation for abolishing untouchability, preventing child marriages, PNDT Act, etc. help in ushering social change.

Some prominent social legislation includes:

- (a) National Policy for the Child, 1974 & 2013;
- (b) Juvenile Justice (Care and Protection) Act 2015;
- (c) Equal Remuneration Act 1976;
- (d) The Immoral Traffic (Prevention) Act 1956; and
- (e) The Dowry Prohibition Act of 1961.

10. **Safety and Security of nation and people:** Another important function of Public Administration is to ensure the safety of the nation and the people by first helping the governments of the day to make laws and then implementing them. It provides for internal as well as external security to the nation and its people.
11. **To Protect Society from Breakdown:** Public Administration ensures that the social fabric of the nation does not break down. It is an important concern of the administration to understand the impact of government policies and operations on society by determining the immediate and long-term effects of governmental action on the social structure, economy, and polity. In case there are some misgivings about specific policies or programmes then it becomes the duty of the government/public administration to hold discussion with the civil society/citizens to disseminate information and clear the citizen's misunderstandings.

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12. **Setting up Public Sector Enterprises:** Public Sector Enterprises have been set up the Central and State governments to develop various sectors. For instance, setting up the Maruti Udyog Limited as a public-sector enterprise in 1981 helped in developing the small car/automobile sector and when this sector was adequately developed government disinvested its share from the company. Hindustan Aeronautics Limited (HAL) is doing exemplary work in the aerospace technology to make the country self-reliant. Several other public sector enterprises/joint ventures have been set up by the government over the years to develop the different sectors.
13. **Public-Private Partnership:** Government invites private capital through Public-Private Partnership model for development of infrastructure and other services. The 'Public' partners in Public-Private Partnership (PPP) are government entities like ministries, state-owned enterprises, municipalities etc. and the 'Private' partners are industrial houses at the local, state or international level. 'Private' partners may also include Non-Governmental organisations. PPP helps in increasing contribution of the private sector in nation-building and also reduces the financial burden of the government.

Examples - In India, Public-Private Partnerships projects help in building roads and bridges, silos for storing grains, and power projects.

14. **Sustainable Practices:** Sustainability is another area in which Public Administration has an increasing role to play. The relegation of environmental issues to the background is not possible now, as they have started showing hazardous effects. The governments of the day have started the practices of recycling, reusing, reducing, repurposing, and refusing, to improve the environment and embark on sustainability.

For examples: Regulation of E-Waste, Promotion of Solar energy, Elimination of Plastic. Government of India is promoting sustainability through solar energy through PM Surya Ghar Bijli Yojana to provide clean and green energy to the citizens.

15. **Significance as a Discipline:** Public Administration is of a comparatively recent origin and concerns itself with the functioning of the government. The modern governments have an increasing role in the lives of the citizens, so the study and reform in Public Administration becomes important. In recent times, many new concepts including E-Governance, Digitalization, Good Governance, Corporate Governance, Citizen Charter, to name a few have entered its field of study and enriched the discipline. The more challenges to governance and Public Administration, more is going to be the need for empirical studies on the issues facing the society.

16. **Women Empowerment:** Women are often subjected to discrimination and oppression due to their gender. To create an equitable society, the modern welfare governments, empower women and the girl child.

Examples: The government has formulated Programmes like Beti Bachao Beti Padhao and Mahila Shakti Kendras for empowering the girl child and women. Gender Budgeting has also been initiated by the government to give women their due.

Conclusion

Public Administration, thus, is an area of study that deals with the government and covers all aspects of governance. The definitions of Public Administration represent its widening scope, wherein different scholars look into its different aspects. Some scholars believe that Public Administration is concerned only with the Executive branch, while others say that it is concerned with all three i.e., the executive, legislative and judicial branches of the government. The scope of Public Administration is getting wider due to the broadening horizons of the discipline. The significance of Public Administration has increased manifold; in the present times, it is not only performing the traditional functions but also undertaking developmental and welfare-oriented activities too. It has an important

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role in development, empowerment, welfare, maintenance of law and order, bringing social change and promoting sustainability through its departments and other organisations.

Important Terms/Concepts/Information

1. **Origin of Public Administration as a Discipline:** 1887
2. **Father of Public Administration:** Woodrow Wilson, the 28th President of the United States of America.
3. **Administration**
 - a. **E.N. Gladden:** Administration is a long and pompous word but has a humble meaning. It means to 'care for', to 'look after' or 'to manage' the affairs of the people.
 - b. **Nigro:** Administration is the organisation and use of men and materials to accomplish a purpose.
4. **Public Administration**
 - a. **Woodrow Wilson:** Public Administration is a detailed and systematic execution of the law. To him, every particular application of general law is an act of administration.
 - b. **Dwight Waldo:** Public Administration is the art and science of management as applied to the affairs of the State.
5. **Managerial View (Narrower view):** Scholars associated - H.A. Simon, Smithburg, and Thompson. Public Administration consists of the people/personnel engaged in the performance of managerial/executive functions. Luther Gullick says, the main work of the Administration is to get things done. Therefore, he has given these managerial functions an acronym POSDCORB - Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting.
6. **Integral View (Broader view):** Scholars associated - L. D. White, Woodrow Wilson, M. Dimock, and J. Pfiffner. Public Administration includes all the activities undertaken in pursuit and the fulfilment of a public policy - Managerial, Manual, Technical, and Clerical.
7. **POSDCoRB** – L. Gullick - Planning, Organising, Staffing, Directing, Coordinating, Reporting, and Budgeting.
8. **Administrative Reforms:** The Government introduces periodic as well as widespread reforms in response to new developments and challenges faced by the State in managing economic and social issues. These reforms are initiated by the government and implemented by Public Administration.

Short and Long Questions

Short Answer Type Questions

1. Give one definition of Public Administration.
2. Write the names of two scholars associated with the Managerial view of Public Administration.

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3. Write the names of two scholars associated with the Integral view of Public Administration.
4. When did Public Administration originate as a separate discipline?
5. Who is considered to be the father of Public Administration?
6. Write a note on the Scope of Public Administration from the Managerial point of view.
7. Write a note on the Scope of Public Administration from the Integral point of view.
8. Write a note on the scope of Public Administration as a discipline.
9. Give any two points of Significance of Public Administration.

Long Question

1. Discuss the Meaning and Significance of Public Administration.

Suggested Readings

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