



**SYNERGY**  
AN INSTITUTE FOR CIVIL SERVICES EXAMINATION

**2022-23**

**LIVE ONLINE/OFFLINE**

# **PUBLIC ADMINISTRATION FOUNDATION 2022**

**FOR CIVIL SERVICES OPTIONAL**

**(ONLINE CLASSES SAME AS OFFLINE- RELAYED LIVE)**

**by- M.K. MOHANTY & ASHUTOSH PANDEY**

**Admission  
OPEN**



**M.K. MOHANTY**



**ASHUTOSH PANDEY**

**BATCH STARTING**

**27** OCTOBER  
2022

**CLASS TIMINGS:  
4:00 PM TO 6:30 PM**

**FEE- 53,100/-**

**(INCLUSIVE OF TAXES)**

**Course Duration: 5 Months**

**\* No Class is Pre-Recorded**

**Hurry Up!**

**We have limited Seats**

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# Programme Highlights



- 1** 5 Months Comprehensive Classes.
- 2** Complete UPSC Syllabus of Public Administration.
- 3** Coverage of Paper 2 through 2<sup>nd</sup> ARC based issues and current perspectives, including various journals, reports and case studies.
- 4** 6 Class Test- 3 Test in Paper 1 and 3 Tests in Paper 2.
- 5** Comprehensive study material along with IIPA Notes, 2<sup>nd</sup> ARC Gist and relevant articles that are in contemporary debate.
- 6** Discussion of past and previous years UPSC Question Papers.
- 7** Discussion of Most Important Areas for Mains 2023.
- 8** Innovative Teaching Methodology, through the study of approaches for Paper 1 & Paper 2.
- 9** Revision workbook for comprehensive understanding and answer writing skills development.

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## Procedure for Admission



- ◆ To register yourself, go the URL- <http://www.synergysraftar.com>, click on the 'ADMISSION' tab and refer to the following procedure:-
  - ➡ **Step 1** : Under **ADMISSION** Tab: Click on the 'Admission Form' and make the payment in the given Bank Account.
  - ➡ **Step 2** : Fill the Admission Form & upload a recent coloured passport size photograph.
  - ➡ **Step 3** : Attach the Fee Payment Acknowledgement Receipt (Refer Step 1)
  - Step 4** : Submit
- ◆ After enrollment student will get an unique username and password to access classes on <https://synergy.edugyaan.com>
- ◆ Account for **Live online classes** will be activated within 24 hrs. of enrollment.
- ◆ Classes will be conducted **LIVE** as per the class schedule (**4:00 - 6:30 PM**)
- ◆ **Live classes** will also be available in the student panel as recorded classes, that can be accessed any time during the course and month beyond that. (You can Attend recorded Classes if you have missed Live Classes)
- ◆ Printed study material will be dispatched by courier within a week of enrollment.

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## Online Classes Modalities

1. All classes are live and interactive.
2. Once the class is over, it will be uploaded into Student's Account.
3. Separate doubt clearing session will be conducted regularly.
4. Students who access the class after a live-session, can clear their doubts through a chat box.

## Class Test



- Test will be uploaded in PDF format for ONLINE mode; For OFFLINE mode, test will be held at our centre.
- To write the test online, students have to download the PDF and after writing the test send us back a clear and legible scanned copy of the answer sheets in PDF format for evaluation through email ([synergias143@gmail.com](mailto:synergias143@gmail.com))
- Evaluated answer sheets of the test will be sent back to the students via email within 7 days of the submission.

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## PUBLIC ADMINISTRATION

### THE PRAGMATIC OPTIONAL FOR UPSC CSE MAIN EXAMINATION

The very beginning of a professional civil services in India credited to the Macaulay Report 1853/59 as an administrative innovation of britishers. later on with increase in Indian representation in these services with the impact of numerous civil services reform commissions before and after independence the present structure came into fore.

The nature of exam has been since its existence "Scholarly" i.e. a focus on subjective analytical knowledge of the aspirants. In this scheme the role of optional subjects is pre-eminent, as in not only tests the above abilities but also provides a huge window of opportunities to enhance one's score and reap an extra edge over olive candidates.

All the optional have their own sphere of influence and strengths & weakness, but Public Administration, stands apart in the fraternity.

#### **STRENGTH OF "PUBLIC ADMINISTRATION"(PA) as an optional:**

Ever since its inception in UPSC, PA has been every aspirant's dream.

#### **Opportunities:**

- ◆ Promotes a wider learning.
- ◆ Harfos in practical understanding of Governance
- ◆ Can fetch greater marks in Essay.
- ◆ Almost provides a Generality in perspective that is essential to be a public servant.

- ◆ Develops Analytical & Deliberative skills.

#### **Focus Areas:**

- ◆ Theories can be abstract.
- ◆ Answer writing is must.
- ◆ Under currents must be developed and understood.
- ◆ Reference national needs to be defined.
- ◆ Avoid Rumours & ill informed advices.

Considering the above the strengths & opportunities of PA outweighs its limitations there are 4 strategic concerns of PA as an optional:

- Concepts
- Multidimensional Approach
- Facts/Codes
- Analysis

If a student is able to address these issues, its obvious that scoring can be very high in this subject. It is a combination of Art & Science, which makes it dynamic.

Apart from the above a keen interest in following subject matter will help the aspirants in taking command over the CHALLENGES in tackling PUB-ADMINISTRATION as a decent optional.

Reference & Answer writing: Though there is no dearth of references but the choice of books/study material make a huge difference to the score and expression, which is key to good rank.

Almost all the toppers from the subject have emphasised on clarity, Precisions, Simplicity and conceptual understanding.

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### **For Paper I: major references can be**

1. Mohit bhattacharya (New Horizons)
2. Nicholas Henry
3. Prasad Prasad
4. R.K. Arora
5. IGNOU BA Material

### **For Paper - II:**

1. Arora/Goyal
2. Fadia
3. 2nd ARC
4. Public Institutions in India - Pratap bhanu Mehta & Daveshi Kapoor.
5. Standard Polity Text book.
6. Current Affairs - Polity & Governance issues.
7. IIPA Journals.

Contextual analysis of daily newspapers is essential as far as both the papers are concerned.

In Answer Writing, one must develop a frame work, which can be based on C4 concept i.e.

- Context, Concept
- Case study
- Conclusion

Compared to other optionals, PA provides an aspirant with "Thinking Man's Edge", it nurtures you not only for the exam also substantiate your role as an administrator. As a famous Theorist, VB Don harm in PA says "If our civilisation fails, it will be mainly because of breakdown of the Administration."

If you have a clarity of vision and empathy for society, the policies and their day to day uses, definitely PA is for you. With little practice and common sense, this optional can secure a set for you in the covenant civil services.

It has been very successful in terms of number of aspirants opting for it and also getting selected. There are various reasons for this phenomena. Let's do a SWOT Analysis of PA i.e.

### **Strengths:**

- Crisp and short syllabus
- More practical, less theoretical.
- Conceptual and easy to visualise.
- Multi-disciplinary
- Doesn't require rote learning.
- Practical examples, case studies, make it fun learning.
- Covers almost 25% of GS Syllabus.
- Relevant to Policy makers and administrators

### **Weaknesses:**

- Management & Political Science overall aping
  - Needs Strong & Enriched vocabulary.
  - Requires common sense and widespread study
  - Strong answer writing skills
- Requires interlinkages of Paper I Paper II

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**PUBLIC ADMINISTRATION SYLLABUS****PART -1 ADMINISTRATIVE THEORY****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, Privatisation, Globalisation; 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 Behaviour**

Process and techniques of decision-making; Communication; Morale; Motivation Theories content, process and contemporary; Theories of Leadership: Traditional and Modern:

**4) Organisations**

**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; Current status of Comparative Public Administration; Ecology and administration; Riggsian models and their critique.

**8) Development Dynamics**

Concept of development; Changing profile of development administration; 'Anti-development thesis'; Bureaucracy and development; Strong state versus the market debate; Impact of liberalization on administration in developing countries; Women and development of 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.

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## 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

Organisation 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 <sup>△</sup> process; Financial accountability; Accounts and audit.

# PART -2 INDIAN ADMINISTRATION

## 1) Evolution of Indian Administration

Kautilya 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

The 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.

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## 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.

# EXTENDED TOPICS COVERED

## 1. Evolution of public administration

<b>Public Administration as Theory and practice</b> <b>Models of evolution:</b> <ul style="list-style-type: none"> <li>• Golembiewski</li> <li>• Nicholas Henry</li> <li>• Nigro, Dimock and others</li> <li>• Contribution of Wilson, Critique and other theorists Simon Waldo Debatee</li> </ul> <b>Modern Approaches to the study of public admin</b> <b>Public Policy</b> <ul style="list-style-type: none"> <li>• Systems</li> <li>• Contingency</li> <li>• Post-Modernism</li> <li>• Governance</li> <li>• Gender Perspective</li> <li>• Post-Positivism</li> <li>• Post- Behaviouralism</li> <li>• Deconstructivism</li> <li>• Humanistic-Phenomenology</li> </ul>	<b>Model of Critique of Traditional Public Administration</b> <ul style="list-style-type: none"> <li>• Public choice</li> <li>• Marxist Approach</li> <li>• Neo-Marxist</li> <li>• New Public Administration [NPA -I, II, III]</li> <li>• New public Management [NPM]</li> <li>• Blackburg manifesto</li> <li>• Neo-Weberian State</li> <li>• Post -Modern Governance</li> <li>• E- Governance Models and issues Govern mentality and community power approach</li> </ul> <b>Case studies from Asian and other perspectives.</b> <b>Other Contemporary developments/ debate</b> <ul style="list-style-type: none"> <li>• Neo-liberal state debate</li> <li>• Ethics in Administration Normative concerns and</li> <li>• rationality</li> <li>• Agendas of reform [Also covers Topics 2<sup>nd</sup> ARC]</li> </ul>
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## APPROACHES

Wilson, Goodnow, White, Waldo, Taylor, Weber, Gulick and Urwick, Peter Drucker, Easton, Peter Senge  
 Behaviourism in public administration

- **Organisational behaviour & characteristics Leadership Motivation**
- **Communication Emotional intelligence Methodology & Critique**

## 2. Public Polity

### Approaches Contributors:

- Easton Dror
- Simon Lindblom
- Others
- Issues in public policy
- Case studies [IIPA etc]
- Changing perspective in policy making in India

## 3. Comparative public administration

### Methodology and approaches Contributions of Riggs, Ferrel Heady, Weidner and Wilson Development Administration [DA]

- Role of public administration in developmental administration
- Post developmentalism and critique of development administration
- Community development models Sustainable Development Role of Non - State Actors in Development and issues: NGOs SSG Civil Society Corporate

### Developmental Policies/ Laws:

- |                                |                              |
|--------------------------------|------------------------------|
| • Environmental                | • Role of Institutions       |
| • Social Industrial            | • Local Governments          |
| • Global issues in development | • Quasi- Judicial bodies etc |

## 4. Administrative Reforms

- Civil Services
  - Issues in reforms personal management Global perspective Judicial
- Reforms in criminal justice system Judiciary, police, security agencies
- Administrative perspective on new problems of governance like Terrorism, Naxalism, Cyber Crimes, Social media reforms, Human rights, Women Issues
- Role of media & administrative reforms 2nd ARC Recommendations
- World bank, UNPAN, Report discussion
- Role of district administration: Need for changes

## 5. Political Institutions and their Role

Reforms at the Institutional Level Center-State Relations

### Issues in Federalism:

- |  |                                   |
|--|-----------------------------------|
| ○ Role of Niti Aayog                             | ○ Expert/ Constitutional bodies   |
| ○ Governor                                       | ○ CSS                             |
| • <b>Role of Audit and CAG Electoral Reforms</b> | • <b>Recommendations</b>          |
| • <b>Issues</b>                                  | • <b>Executive Vs Legislative</b> |

### Judicial reforms:

- Structural ○ Procedural

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