BPAC-132: ADMINISTRATIVE THINKERS
Tutor Marked Assignments

Course Code: BPAC-132
Assignment Code: ASST/TMA/ July-2026 and January -2027
Total Marks:100

Assignment A

Answer the following in about 500 words each.

1. Describe the principles of public administration as laid down by Kautilya. 20
2. Examine Chester Barnard's views on communication and authority. 20

Assignment B

Answer the following questions in about 250 words each.

3. Discuss Abraham Maslow's theory of motivation. 10
4. Examine the major contributions of Peter Drucker. 10
5. Write a note on Interaction-Influence System of Rensis Likert. 10
6. Explain the Maturity-Immaturity Theory of Chris Argyris. 10

Assignment C

Answer the following questions in about 100 words each.

7. Discuss Herbet Simon's views on 'Choice' and 'Behaviour' in decision-making. 06
8. Explain Dwight Waldo's views on New Public Administration. 06
9. What were the significant developments of Woodrow Wilson's era? 06
10. Describe the elements of Policy Sciences. 06

1. Describe the principles of public administration as laid down by Kautilya. 20

Answer

Kautilya’s Arthashastra, generally associated with the Mauryan period, is one of the earliest detailed accounts of statecraft and public administration in India. It covers the ruler’s duties, ministers, revenue, policing, economic regulation, diplomacy and defence. Kautilya did not describe a modern democratic bureaucracy, but many of his ideas concern enduring administrative questions: how government can remain effective, raise resources, control misconduct and protect the population. His approach combined practical reasoning about political power with the responsibility of the ruler to secure public welfare.

A strong but responsible state stands at the centre of Kautilya’s scheme. He believed that security, peace and economic activity require effective political authority. The king was expected to be disciplined, well informed and active in administrative work. Kautilya recommended a carefully organised daily schedule for listening to reports, examining public affairs and supervising officials. A ruler who neglects administration creates opportunities for corruption, disorder and foreign interference. Yet the king’s authority was not meant solely for personal enjoyment; its justification lay in the protection and prosperity of the people.

Kautilya described the state through the saptanga, or seven constituent elements: the ruler (svamin), ministers and officials (amatya), territory and people (janapada), fortified centre (durga), treasury (kosha), armed force (danda or bala), and allies (mitra). Each element supports the others. A capable army requires an adequate treasury; revenue depends on a productive population; a sound treasury cannot compensate for incompetent ministers. Administration should therefore be seen as an interdependent system rather than merely a collection of offices.

Selection and supervision of public servants received considerable attention. Kautilya advised that ministers and officials should be appointed after examining their capacity, character, judgment and loyalty. Different departments were responsible for agriculture, mines, forests, trade, weights and measures, customs and the treasury. Tasks and financial responsibilities had to be defined clearly. Officials were to maintain records, submit accounts and face inspections. Such specialisation helped the ruler obtain information and made it easier to identify responsibility when public resources were misused.

Financial administration was particularly important. Kautilya emphasised regular revenue collection, careful expenditure, accounting and reserves for emergencies. Land revenue, commerce and state-controlled activities could support public