BPAC-102: ADMINISTRATIVE THINKERS
Tutor Marked Assignments

Course Code: BPAC-102
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, also known as Chanakya or Vishnugupta, was an influential Indian political thinker associated with the *Arthashastra*. His approach to administration was shaped by the practical problems of maintaining a state, preserving order, collecting revenue and promoting public welfare. Rather than treating government merely as the personal privilege of the ruler, he described an organized system of offices, regulations, supervision and accountability. His principles remain important because they link effective administration with both political authority and the material well-being of the people.

Public welfare and the duties of the ruler. Kautilya considered the prosperity and security of the people essential to the stability of the kingdom. The king's interests could not be separated from those of his subjects: a ruler who ignored agriculture, trade, justice or protection would ultimately weaken his own position. The ruler was expected to work diligently, remain accessible to affairs of state, hear grievances and prevent exploitation. Public welfare in his scheme was not modern democratic citizenship, yet it represented a practical argument for responsive and purposeful administration.

Central direction supported by organized institutions. Kautilya favoured strong central leadership, but he did not expect one individual to perform every governmental task. The king needed ministers, advisers, trained officials and specialist departments. The *mantriparishad*, or council of ministers, could provide advice and examine important decisions. This division of responsibilities made state work manageable and brought knowledge into administration. Although final authority rested with the ruler, decisions were to be informed by consultation and careful assessment rather than impulse alone.

The seven elements of the state. His *saptanga* theory viewed a state as consisting of seven mutually supporting components: the ruler (*swamin*), ministers (*amatya*), territory and population (*janapada*), fortified centres (*durga*), treasury (*kosha*), coercive power or army (*danda*), and allies (*mitra*). An able administrator had to maintain balance among these resources. For example, a powerful army without sufficient revenue or a productive population could not secure a stable state. This systemic view anticipates the modern understanding that public administration depends on coordinated institutions and resources.

Merit, training and appointment. The *Arthashastra* emphasized examining the abilities, integrity and conduct of those chosen for public office. Officials required competence appropriate to their functions, and the state needed accurate