



## Course Structure & Syllabus for MA in Public Administration

*School of Liberal Studies*  
*Pandit Deendayal Energy University*

### **PROGRAM OVERVIEW**

The relevance of Public Administration has grown immensely since the inception of human civilization; its role has increased and changed from doer/provider to regulator of services in the present times. With the present and future perspective on demand-driven administrative processes insight, a two-year master's degree Program in Public Administration with a focus on Public Policy and Governance is being offered by the School of Liberal Studies, Pandit Deendayal Energy University.

The curriculum of this Master's Program covers all contemporary and conventional areas of Public Administration, i.e., theories (traditional to contemporary), Indian administration, internal security, rural development, disaster management, social welfare & accountability, Economic & Financial administration, Public enterprises, Non-profit administration etc. The course is supportive for students aspiring to chart out careers in globally competitive public and private sectors, career planning for various social science research institutes and civil services. Those who desire to pursue higher studies may join research Programs in areas/disciplines such as Public Administration, Local Self-government, Rural Development, Urban Governance & Management, Public Policy, Development Politics, Law & Governance, Sociology, Political Science, etc.

Sr. No.	Course Title	Code	Credits
<b>SEMESTER I – CORE PAPERS</b>			
1	Principles and Theories of Public Administration	17MPAP 17	4
2	Contemporary Administrative Thinkers	17MPAP 18	4
3	Indian Administration: Structure and Processes	MPAP03	4
4	Personnel Administration with reference to India	MPAP04	4
5	Economic and Financial Administration in India	MPAP05	4
<b>SEMESTER II– CORE PAPERS</b>			
6	Comparative and Development Administration	17MPAP 19	4
7	State Government and District Administration	MPAP07	4
8	Public Service Delivery in India	17MPAP 20	4
9	Administrative Reforms and Ethics	17MPAP 21	4
10	Research Methodology	MPAP10	4
<b>SEMESTER III – CORE PAPERS</b>			
11	Public Policy – Themes and Approaches	MPAP11	4
12	Administration – Law, Ethics and Governance	20MPAP 24	4
13	Internal Security in India	17MPAP 23	4
14	Research Dissertation – I (Topics from Central, State or Local Administration)	MPAP 91	
<b>Semester III – Elective Papers: Any ONE of the followings from TWO Clusters</b>			
15	Public Sector Management		4
16	HRM and Industrial Relation	20MPAP 52	4
	OR		
17	Environmental Crisis and Disaster Management Policies	20MPAP 53	4
18	Contemporary trends in Governance	20MPAP 54	4
<b>SEMESTER IV – CORE PAPERS</b>			
19	Rural and Urban Local Governance in India	MPAP 14	4
20	E-Governance and Administration	20MPAP 25	4
21	Administration of Non-Profit Organizations	20MPAP 26	4
22	Research Dissertation - II (Topics being covered from the Public Policy Perspectives)	MPAP 92	
<b>Semester IV – Elective Papers: Any ONE of the followings from TWO Clusters</b>			
23	Public Policy Formulation and implementation in India and	20MPAP 55	4
24	Social Policy – Accountability and Governance	20MPAP 56	4
25	Project Management and	20MPAP 57	4
26	Public Private Partnerships	17MPAP 62	4

•Dissertation = Total 10 Credits

**SCHOOL OF LIBERAL STUDIES: M.A. Public Administration  
Program Outcomes**

<b>PO 1</b>	Domain Knowledge	Demonstrate basic understanding of theories, concepts and practices relevant to Public Administration and its sub-fields
<b>PO 2</b>	Problem Analysis	Acquire critical thinking and problem-solving skills that are applied in the Public Service realm.
<b>PO 3</b>	Design/ Development of solutions	Apply research methodologies, data analysis and interpretations to address real-life issues and reduce research gaps.
<b>PO 4</b>	Conduct Investigations of Complex Problems	Demonstrate the appropriate skills to be able to administer public programs in their chosen subfield of public administration in particular Nonprofit management, Public Service Delivery and Public Management
<b>PO 5</b>	Modern Tool Usage	Practice and usage of modern tools of assessment to enrich the theoretical experience.
<b>PO 6</b>	The Citizen and the Society	Understand the value of empirical evidence and act ethically in their role and responsibility as citizens of society. Also, able to develop ethical practices in administration
<b>PO 7</b>	Environment and Sustainability	Acquire practical skills to apply them at an individual, interpersonal, group and societal context.
<b>PO 8</b>	Ethics	Demonstrated knowledge of ethics and the importance of their application to everyday decision-making in public and private organizations and public affairs.
<b>PO 9</b>	Individual and Teamwork	Able to apply the approaches to collaborating productively with diverse individuals and groups to promote effective communities, organizations, programs, and policies.
<b>PO 10</b>	Communication	Acquire effective and empathetic communication skills to engage in discussions with peers and clients on an academic and clinical context.
<b>PO 11</b>	Project Management and Finance	Ability to use project management and financial skills in the implementation of empirical research, practical projects and impact studies.
<b>PO 12</b>	Life-long Learning	Ability and motivation to indulge in life-long learning in academic and professional learning, and implement the learning on a societal level.

17MPAP17					Principles and Theories of Public Administration					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Students get oriented on the various approaches and fundamentals principles of Public Administration.
- Students get oriented on the essentials of various thinkers of Public Administration.
- Students come to understand the managerial principles of organization

**COURSE CONTENTS: 60 Hrs****UNIT 1 INTRODUCTION TO PUBLIC ADMINISTRATION 15 Hrs**

- a) Evolution of Public Administration
- b) Principles of Organization

**UNIT 2 ADMINISTRATIVE STRUCTURE AND PROCESS 15 Hrs**

- a) FW Taylor: Scientific Management
- b) Luther Gullick and Lyndall Urwick : Science of Administration
- c) Henry Fayol- Foundations of Management

**UNIT 3 BUREAUCRATIC THEORIES 15 Hrs**

- a) Max Weber- Bureaucracy b) Karl Marx: State and Bureaucracy

**UNIT 4 SOCIAL SYSTEM THOUGHT 15 Hrs**

- a) Elton Mayo- Human Relations Movement
- b) MP Follet- Constructive Conflict and Leadership
- c) Chester Barnard: Formal and Informal organizations, Functions of Executive
- d) Herbert Simon: Decision Making

**COURSE OUTCOMES****On completion of this course, student will be able to**

- CO1. Understand the Classical theories of PA and Fundamentals of Organization  
 CO2. Learn basic principles of public and private Organizations  
 CO3. Analyze the techniques of management and administrative behavior  
 CO4. Interpret the cumulative role and formal and informal systems of organization  
 CO5. Illustrate the Industrial experiments of human relations school  
 CO6. Analyze the shift of theories from classical to decision making

**TEXT/REFERENCE BOOKS:**

1. Ali, ShamSunNisa, Eminent Administrative Thinkers, New Delhi, Associated Publishing House, 1977 (Reprint 1998)
2. Arora, R. K. (ed.), Administrative Theory, New Delhi, IIPA, 1984
3. Arora, R. K., Comparative Public Administration: An Ecological Approach, New Delhi, Associated Publishing House, 1972
4. Avasthi, A., and S. R. Maheswari, Public Administration, Agra, Lakshmi Narain Aggarwal, 2003

**END SEMESTER EXAMINATION QUESTION PAPER PATTERN****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

17MPAP18					Contemporary Administrative Thinkers					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Students get oriented on the fundamental principles of Motivation theories.
- Students get oriented on the essentials frameworks and concepts of NPM
- To understand the emerging trends of public administration in the era of globalization.

**COURSE CONTENTS: 60 Hrs****UNIT 1 ORGANIZATIONAL THEORIES****15 Hrs**

- a) Abraham Maslow- Hierarchy of Needs- Basic to self-actualization
- b) Victor Vroom – Expectancy Theory
- c) Douglas Mc Gregor- Theory X and Theory Y

**UNIT 2 MOTIVATIONAL THEORY****15 Hrs**

- a) Frederick Herzberg- two factor theory
- b) Chris Argyris- Organization Development- Maturity –Immaturity theory
- c) Rensis Likert- Linking pin Model, Management Systems

**UNIT 3 MARKET THEORY****15 Hrs**

- a) New Public Administration – Market friendly approach, Anti-Goals of Golembiewski, client-focus approach
- b) New Public Management- Public Choice approach, Neo- Taylorism, and features of NPM, Osborne and Gablers-10 features of New public Management
- c) Peter Drucker : Knowledge based Organizations

**UNIT 4 EMERGING TRENDS****15 Hrs**

- a) Post Modernism- Globalization, consumerism and fragmentation of authority and state
- b) Public Service: SMART government
- c) Public Trust: leadership, ethics, democratic Government.

**COURSE OUTCOMES****On completion of this course, student will be able to**

- CO1. Understand the contemporary administrative theories of Organization  
 CO2. Learn the emerging trends of market forces and governments  
 CO3. Analyze the impact of motivational factors in an organization  
 CO4. Interpret the rationale of consumerism, public choice, and globalism  
 CO5. Illustrate the strategies and techniques of organizational development  
 CO6. Analyze the motivational factors of human development in an organization

**READING LIST**

1. Avasthi, A., and S. R. Maheshwari, Public Administration, Agra, Lakshmi Narain Aggarwal, 2003
2. Maheshwari, S. R., Administrative Thinkers, New Delhi, Macmillan India Ltd, 2008
3. R. K. SAPRU, Administrative Theories and Management Thought
4. Prasad, D. R., Prasad, V. S. et.al., (eds.), Administrative Thinkers, New Delhi, Sterling Publisher, 2010 (Reprint 2011)

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

MPAP03					Indian Administration: Structure and Processes					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Students get oriented on the genesis, history and evolution of the Indian Administrative system
- Students learn about on the essentials of various theories of public administration.
- Students understand the legal and conventional Framework of Indian Constitution

**COURSE CONTENTS: 60 Hrs****UNIT 1 EVOLUTION OF INDIAN ADMINISTRATION****15 Hrs**

- a) Administration in Ancient India- Vedic administration, kautilya's Arthashastra
- b) Administration in Medieval India- Mughal Administration
- c) Administration during British Period – Constitutional development – Regulating Acts, Council Acts and Government of India Acts

**UNIT 2 CONSTITUTIONAL FRAMEWORK OF INDIAN ADMINISTRATION****15 Hrs**

- a) Value premises of Indian Constitution (Preamble)
- b) Salient Features of the Indian Constitution- Federal structure of the State, Parliamentary System of the Government, Fundamental rights and Fundamental duties, DPSP.

**UNIT 3 UNION LEGISLATURE: ITS RELATIONSHIP WITH EXECUTIVE AND JUDICIARY,****10 Hrs****UNIT 4 CENTRAL EXECUTIVE, CONSTITUTIONAL AND STATUTORY BODIES:****20 Hrs**

Prime Minister & Council of Ministers, UPSC, Election Commission, Finance Commission, CAG, NITI AAYOG, Parliamentary Committees etc.

**COURSE OUTCOMES****On completion of this course, student will be able to**

- CO1. Understand the evolution of Indian Constitution  
 CO2. Learn the significance of constitutional bodies in safeguarding the rights of citizens  
 CO3. Analyze the relationship between legislative, executive and judiciary  
 CO4. Interpret the constitutional powers of legislative over executive  
 CO5. Illustrate the duties and responsibilities of Citizens towards nation  
 CO6. Analyze the executive role in upholding the constitution of India.

**READING LIST**

1. ARC Reports (1<sup>st</sup> and 2<sup>nd</sup>), GoI Publication.
2. Arora, Ramesh K. and Rajni Goyal: Indian Public Administration, VishwasPrakashan, New Delhi.
3. Austin, G. : The Indian Constitution
4. Awasthi and Awasthi : Indian Administration
5. Basu, D.D.: Introduction to the Constitution of India, Prentice Hall, New Delhi –1994
6. Berthwal, C. P.: Public Administration in India.
7. Maheshwari, S. R. :Indian Administration, Orient Longman, New Delhi.
8. Mishra B. B.: Administrative History of India, Vol.: 1 and 2

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

MPAP04					Personnel Administration with Reference to India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Students understand the contribution, role and professionalism in Personnel Administration in any country, especially in the developing countries such as India.
- To understand the challenges the Civil Services face with the larger context and backdrop of development processes, information technology and globalization.
- Students gain a comparative understanding of the personnel administration in different countries.

**COURSE CONTENTS: 60 Hrs****UNIT 1 INTRODUCTION TO PERSONNEL ADMINISTRATION****10 Hrs**

- a) Concept, Nature and Scope Role of Civil Service in Developing Countries
- b) challenges of Bureaucracy.

**UNIT 2 ISSUES IN PERSONNEL ADMINISTRATION-****15 Hrs**

- a) classification- Position and Rank Classifications b) Generalists and Specialists
- c) Ethics and Values in Administration

**UNIT 3 CIVIL SERVICES AND THEIR MANAGEMENT IN INDIA****20 Hrs**

- a) Recruitment of All India and Central Services b) Training c) Promotion,
- d) Pay and Service Conditions of Civil Servants f) challenges of Personnel Administration with respect to Centre-State Relations, g) Minister-Civil Servant relationship, h) Role of Ministry of Personnel, Public Grievances and Pensions

**UNIT 4 PROFESSIONALISM IN CIVIL SERVICE-****15 Hrs**

- a) Managerialism, b) Neutrality, Accountability with reference to citizen-centric services, c) Impact of LPG on CS

**COURSE OUTCOMES****On completion of this course, student will be able to**

- CO1. Understand the significance of Personnel administration with reference to India
- CO2. Learn the issues and challenges in management of Civil services in India
- CO3. Analyze the professionalism preserved by Indian civil services
- CO4. Interpret the conduct and ethics of Civil services
- CO5. Illustrate the civil servants recruitment to retirement procedure
- CO6. Analyze the grievance redressal mechanism available to CS in India

**READING LIST**

1. Goel, S. L. and Rajneesh, Shalini, Public Personnel Administration, New Delhi
2. Jain, R. B., Aspects of Personnel Administration, IIPA, New Delhi, 1994
3. Rebins, Jack, et.al, Handbook on Public Personnel Administration and Labour Relations, Marcell and Dekkar,
4. Shafritz, Jay M. et. al., Personnel Management in Government, Marcel and Decker, New York
5. First and Second ARC Reports.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

MPAP05					Economic and Financial Administration in India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- This course introduces the students to the basic features of financial administration of the country.
- They learn the contemporary trends in the economic and financial policies
- To understand the issues and challenges in the management of Public Enterprises in India

**COURSE CONTENTS: 60 Hrs****UNIT 1 CONCEPT AND MEANING OF POLITICAL ECONOMY: 15 Hrs**

- a. Role and scope of state intervention in Economic development
- b. Economic Planning and its relevance
- c. India's Economic Policy: Indian Planning, Industrial policy, Mixed Economy.

**UNIT 2 FINANCIAL ADMINISTRATION OF INDIA AND CONTROL OVER EXECUTIVE 15 Hrs**

- a. Budgetary Process – Parliamentary approval, Taxation Concept, types and Principles
- b. Role of Parliamentary Committees and Role and functions of the Office of the CAG.

**UNIT 3 FINANCIAL RELATIONS BETWEEN THE UNION AND THE STATES: 15 Hrs**

- a. The nature and concept of fiscal federalism
- b. The roles played by the Finance Commission and the NITI Aayog in devolution of financial resources to the State. c) GST

**UNIT 4 INDIAN ECONOMY : CONTRIBUTION AND ROLE OF PUBLIC ENTERPRISES 15 Hrs**

- a. Evolution, Objectives, Characteristics, Significance.
- b. Issue areas in Public Enterprises: Accountability & Autonomy; MOU; Privatization & Disinvestment, Pricing Policy; Profitability, Performance & Competitiveness. c)SEZs

**COURSE OUTCOMES****On completion of this course, student will be able to**

- CO1. Learn the financial administration of India
- CO2. Understand the Role of Political and Administrative organizations in managing Public Finances
- CO3. Analyze the Budgetary process of union and state
- CO4. Interpret the Financial control of legislative and CAG
- CO5. Illustrate the Economic Relations between Center and state
- CO6. Analyze the objective of LPG against state monopoly

**READING LIST**

1. Halm, George A., Economic Systems: A Comparative Analysis, GAU, London, Latest Edition
2. Uma Kapila (ed)., Indian Economy Since Independence, Academic Foundation, New Delhi, 2003.
3. P. Chadha, Public enterprises and parliament, Public Enterprises Centre for Continuing Education, 1979
4. Ram Kishore Gupta, Public enterprises in India, SahityaBhawan, 1978

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks

17MPAP19					Comparative and Development Administration					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- Students learn about the ideas and contributions of the various contemporary Administrative thinkers who have shaped the modern study of Public Administration.
- Students gain a comparative understanding of the various perspectives and phases of the evolution of the thinkers and their contributions.

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO COMPARATIVE PUBLIC ADMINISTRATION</b>	<b>15 Hrs</b>
a) Ecological Approach, b) Structural Functional Approach, c) Bureaucratic Approach	
<b>UNIT 2 CONTRIBUTIONS OF RIGGS AND WEIDNER</b>	<b>15 Hrs</b>
<b>UNIT 3 COMPARATIVE ADMINISTRATIVE SYSTEMS</b>	<b>15 Hrs</b>
a) France b) US c) Japan d) South Korea e) India	
<b>UNIT 4 DEVELOPMENT ADMINISTRATION</b>	<b>15 Hrs</b>
a) Nature and Scope of Development Administration	
b) Approaches to Development Administration	
c) Linkages Sustainable Development	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1: Understand the emergence of Comparative Public Administration  
 CO2: learn about the Ecological approach and the concept of Prismatic Society  
 CO3: Analyze the main ideas of Riggs and Weidner and their contribution to development administration.  
 CO4: Compare the administrative systems of developed and under developed countries  
 CO5: Understand the origin, and purpose, of the development administration.  
 CO6: Interpret the linkage between development administration and sustainable development

**READINGS LIST**

1. Ali, ShamSunNisa, Eminent Administrative Thinkers, New Delhi, Associated Publishing House, 1977 (Reprint 1998)
2. Goel .S.L, Administrative and Management Thinkers. Deep and Deep Publication, 2008, New Delhi
3. Khurana. N, Management thinkers in Global World, Sublime Publication, 2004
4. Maheshwari, S. R., Administrative Thinkers, New Delhi, Macmillan India Ltd, 2008
5. Prasad, D. R., Prasad, V. S. et.al., (eds.), Administrative Thinkers, New Delhi, Sterling Publisher, 2010 (Reprint 2011)
6. Ferrel Heady, Public Administration, Sixth Edition, A Comparative Perspective
7. J.A. Chandler Comparative Public Administration

**End Semester Examination Question Paper Pattern****Max Marks** 100**Exam Duration:** 3 Hrs

Part A: Short Questions with choice, each question carries 10 marks

40 Marks

Part B: Long Questions with choice, each question carries 15 marks

60 Marks

MPAP07					State Government and District Administration					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- Students get oriented on the structure and function of various aspects of State and District Administration.
- They develop an understanding the significance of the State Administration in the federal structure of the country.
- To orient them in analyzing the relationship Between the State and District Administration with better understanding of grass root level administration.

**COURSE CONTENTS: 60 Hrs**

- 1. STATE ADMINISTRATION IN THE INDIAN FEDERAL FRAMEWORK** **10 Hrs**
  - a) Union State Relationship b) Importance of State
- 2. STRUCTURE AND FUNCTIONS OF THE STATE ADMINISTRATION** **20 Hrs**
  - a) Governor b) State Legislature b) Chief Minister and Council Of Ministers
  - c) CMO, d) State Secretariat e) Role of Chief Secretary
- 3. INSTITUTES IN STATE ADMINISTRATION** **15 Hrs**
  - a) State Election Commission b) State Finance Commission
  - c) State Public Service Commission d) State Planning Board/Commission
  - e) Advocate General f) State Vigilance Commissioner g) Status of Lokayukta
- 4. DISTRICT ADMINISTRATION** **15 Hrs**
  - a) Position of Divisional Commissioner b) Role and Functions f District Collector
  - c) Changing role of the District Collector
  - d) Functions/Powers, Position, and Role of the Sub-Divisional Officers,
  - e) Tehsildar and Patwaris f) District Administration and the Panchayati Raj institutions

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Learn the Centre State relations and importance of the same  
 CO2. Understand the hierarchy and functions of Chief executives in the state  
 CO3. Understand the importance of various State administration institutions  
 CO4. Interpret the roles and responsibilities of Centre and State administration  
 CO5. Reflect the idea of law and governance in PRIs in line with state administration  
 CO6. Assess the functions and powers of various authorities in District administration

**READING LIST**

1. Arora, R. K., and RajniGoyal, Indian Public Administration, New Delhi, VishwaPrakashan, 2011
2. Avasthi&Avasthi, Indian Administration
3. Basu, D.D., Introduction to the Constitution of India (20<sup>th</sup> edition-2008)
4. Khera, S. S., District Administration in India
5. Maheshwari, S.R., State Government in India

**End Semester Examination Question Paper Pattern****Max Marks** 100**Exam Duration:** 3 Hrs

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks

17MPAP20					Public Service Delivery in India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- Students get oriented on the structure and function of various aspects of government service delivery agencies.
- Students will be able to understand the challenges faced by government in service delivery.
- To acquaint the students regarding the Globalization and its impact on service delivery.

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO PUBLIC SERVICE DELIVERY</b>	<b>15 Hrs</b>
a) Scope, Significance of PSD b) Public perception c) Political Agenda	
<b>UNIT 2 DELIVERING PHYSICAL AND SOCIAL INFRASTRUCTURE</b>	<b>20 Hrs</b>
a) Airports, Roads and Energy b) Health, Education, PDS c) JDY and UDI d) Customer-Receiver-beneficiary concept (3 sections of the society)	
<b>UNIT 3 ISSUES IN PUBLIC SERVICE DELIVERY</b>	<b>15 Hrs</b>
a) Financial Resources b) Capacity building c) Citizen Charters d) Role of ICT e) Target group based Service Delivery f) Bio Metric Identity	
<b>UNIT 4 REFORMS IN PUBLIC SERVICE DELIVERY, ROLE OF NGOS AND PPPS</b>	<b>10 Hrs</b>
a) Sarvottam Model b) Right to Public Service Delivery c) Public Trust on Governments	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1: Understand the structure and function of various aspects of government service delivery agencies.  
 CO2: learn the significance of the role of government in service delivery.  
 CO3: Interpret public expectation in relation to service delivery  
 CO4: Understand the challenges which are faced by government in public service delivery.  
 CO5: Analyse the impact of globalization on service delivery.  
 CO6: Assess the governments' capacities in service delivery.

**READING LIST:**

1. Alexander, P., S. Hinkley, A. Sharples, and W. Thompson (2002), Better Government Services: Executive Agencies in the 21<sup>st</sup> century, report commissioned by the British Government.
2. Chand. K. Vikram, et. All, Public Service Delivery in India Oxford, 2010
3. Inclusive Growth and Service Delivery: building on India's Success, development policy Review Report No. 34580-IN 2006, Washington D.C. World bank.
4. World bank (2005), China: Deepening Public Service Unit Reform to Improve Service Delivery, poverty Reduction and economic Management Unit, East Asia and Pacific Region, report No 32341-Cha, Washington D.C.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks

17MPAP21					Administrative Reforms and Ethics					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- Students will be able to understand the significance of the administrative reforms in India.
- Students will be able to grapple with the history of administrative reforms in the country.
- Students will be able to understand the macro-micro linkages in the administrative reforms and challenges in its implementation.

**COURSE CONTENTS: 60 Hrs****UNIT 1 INTRODUCTION REFORMS AND ETHICS****10 Hrs**

- a) Need and Importance of Administrative reforms
- b) Civil Services Code of Conduct and Ethics

**UNIT 2 ADMINISTRATIVE REFORMS IN INDIA****20 Hrs**

- a) Conceptual/theoretical framework
- b) The historical Legacy
- c) Foci, Approaches, nature and Scope
- d) Constitutional & Governance reforms in the context of Globalization

**UNIT 3 THE CONTEXT OF REFORMS****20 Hrs**

- a) Public Personnel Administration
- b) Financial Reforms
- c) Public Sector Reforms and Structural Adjustment Programme
- d) Reforms in Administrative Structure (Union and State Levels)
- e) Social Audit

**UNIT 4 ETHICS AND GOOD GOVERNANCE****10 Hrs**

- a) Participative Governance
- b) Citizen Charters
- c) ICT and Real Time Governance
- d) Grievance Redressal Mechanism

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understand the need and importance of Administrative reforms
- CO2. Learn administrative reforms in India, its framework and approaches
- CO3. Integrate constitutional and governance reforms in present context
- CO4. Understand the various reforms processes, its rationale and Implementation
- CO5. Relate the idea of Good Governance and Ethics
- CO6. Analyze the concept of Social Audit and its significance

**READING LIST**

1. ARC I and II
2. 5<sup>th</sup> and 6<sup>th</sup> Pay Commission Reports
3. Sarkaria Commission Report, Justice M. M. Punchi Commission Report on Centre-State Relations
4. Eleventh and Twelfth plan Chapters on governance/good governance and Local Bodies
5. 11<sup>th</sup>, 12<sup>th</sup> and 13<sup>th</sup> Finance Commission Reports
6. National Police commission, Padmnabhaih committee, Rebeiro committee, Soli Sorabji Committee, Mallimath Committee, Supreme Court Directions

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

MPAP10					Research Methodology					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- Students get familiarized with important research terms and concepts.
- They understand various methods of conducting empirical social research and ability to assess the benefits of research applied to social issues.
- They get clarity of thinking in collection and interpretation of quantitative and qualitative data.

**COURSE CONTENTS: 60 Hrs****UNIT 1 Introduction to Research Methodology****15 Hrs**

- a) Types of research: Quantitative and Qualitative Research (Grounded Theory, Phenomenology, Ethno methodology, Symbolic Interactionism, Interpretivism)
- b) Majors steps in Social Science Research

**UNIT 2 Research Methodology & Research Design****20 Hrs**

- a) Research problems b) Hypothesis- type of hypothesis, formulation of hypothesis
- c) Variables - types of variables, Identification of variables, operationalization of variables
- d) Classification of research design e) Types of data and measurements
- f) Sample and Sampling techniques probability & non probability sampling

**UNIT 3 Techniques of Data Collection****15 Hrs**

- a) Questionnaire b) Interview c) Observation d) Focus Groups Discussion
- e) Case Study f) PRA method

**UNIT 4 Data Analysis and Report Writing****15 Hrs**

- a) Data Analysis & Measures of Central Tendency: Mean, Median, Mode
- b) Measures of Dispersion c) Formatting the Report d) Tools for Referencing- MLP, APA

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understand the broader aspect of social science research
- CO2. Learn the types, techniques and designs of research
- CO3. Use the research tools and determine the sample size relevant to the findings
- CO4. Interpret the data collection
- CO5. Illustrate the descriptive analysis of data
- CO6. Analyse the outcome of research and translate into reports.

**READING LIST**

1. Ahuja, Ram, Research Methods: Rawat Publications., 2003
2. Gillham, Bill, Case Study Research Methods: Viva Books., 2005.
3. Kumar, P S G, Research methods and statistical techniques: B R Publishing Corporation., 2004.
4. Yadava, Surendra S and Yadava, K N S, Statistical Analysis for Social Sciences: Manak Publications., 1995.
5. Yin, Robert K., Case Study Research: Sage, 2003.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

MPAP11					Public Policy Themes and Approaches					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- This Paper create awareness on theoretical aspects of public policy.
- The course helps students to understand various aspects of public policy, its concepts, models various approaches and concerns.

**COURSE CONTENT: 60 Hrs**

<b>UNIT1 INTRODUCTION TO PUBLIC POLICY</b>	<b>10 Hrs</b>
Meaning, nature, Scope and Significance, Public Administration and Policy Sciences	
<b>UNIT 2 MODELS OF PUBLIC POLICY</b>	<b>20 Hrs</b>
a) Harold Laswell: Policy Sciences, b) Yehezkel Dror: mega Policy and Meta Policy, d) Charles Lindblom: Incrementalism, e) David Easton: Systems Approach	
<b>UNIT 3 POLICY MAKING AND IMPLEMENTATION</b>	<b>20 Hrs</b>
a) Formulation - Stages, Techniques b) Implementation -Gaps and Problem Analysis c) Policy analysis- Approaches and Models, Rationale Approach, Simon Concept of Bounded Rationality.	
<b>UNIT 4 POLICY MONITORING AND EVALUATION</b>	<b>10 Hrs</b>
Techniques, Approaches and Limitations.	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Summaries various themes and approaches to Public Policy.  
CO2. Define Policy Science, policy makings in details.  
CO3. Deconstruct various models of policy making.  
CO4. Categorize stages and techniques in Policy implementation  
CO5. Understand models, approaches and problems of policy  
CO6. Learn the techniques n limitation of Policy monitoring & evaluation.

**READING LIST:**

1. Cochran, Charles L., Eloise F Malone, Public Policy: Perspective and Choice
2. Hillman, Arye L., Public Finance and Public Policy: Responsibilities and Limitations of Government
3. Sapru, R. K., Public Policy: Art and Craft of Policy Analysis, PHI Learning Pvt Ltd, New Delhi, 2010
4. Vaidyanathan Ayyar, R. V., Public Policymaking in India, Pearson, Delhi, 2009

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

20 MPAP24					Administration: Law, Ethics and Governance					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To orient students on legal aspects of public administration.
- They understand the relationship between administrative Jurisprudence, Public law and Constitutional Law, and discusses the various structural frameworks about implementation of the administrative law.

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO ADMINISTRATIVE LAW</b>	<b>15 Hrs</b>
a) Administrative Law b) Difference between Administrative Law and Constitution law b) Rule of Law d) Dicey's Thesis on Rule of Law	
<b>UNIT 2 GOVERNANCE AND ETHICS</b>	<b>15Hrs</b>
a) Ethical foundation of Governance b) Codes and Norms of Ethics in India c) Family, Society, Education and Ethics	
<b>UNIT 3 QUASI-JUDICIAL GOVERNANCE</b>	<b>15 Hrs</b>
a) Administrative Tribunals: Center and State b) National green Tribunal c) Central Information Commission d) Human Rights Commission e) Vigilance commission	
<b>UNIT 4 EMERGING TRENDS</b>	<b>15 Hrs</b>
a) Gender Studies b) Protection of Whistle Blower c) RTI d) Judicial Activism and PIL	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Acquire the basic knowledge about the concept of Administrative law
- CO2. Understand the theoretical perspective of ethical conducts adopted by the society and governments
- CO3. Learn the role and purpose of the establishing the tribunals at various levels
- CO4. Illustrate the newly evolving laws in protection of Minorities, women, children and wistle blowers
- CO5. Analyzing evaluation and monitoring methods of administrative and political bureaucracy while performing their duties.
- CO6. Interpret the concept of French Driot administratiff with English rule of law

**READING LIST**

1. Basu, D.D., Administrative Law, New Delhi, Prentice Hall of India, Pvt. Ltd., 1986.
2. Jain, M.P. Jain S.N., Principles of Administrative Law, Bombay N.M. Tripathi, 1979.
3. Joshi, K.C., Administrative Law, Allahabad, Central Law Agency, 1988
4. Kesri, U.P.D., Administrative Law, Allahabad, Central Law Agency, 1988
5. Kagzi, M.C.J., Indian Administrative Law, Delhi, 1973.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

17MPAP23					Internal Security in India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To summarize concepts of the internal security scenarios & its significance for Nation.
- They are able to analyze the relationship between various agencies dealing with internal security, law and order issues in India.

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO INTERNAL SECURITY IN INDIA:</b>	<b>15 Hrs</b>
a) Types of Internal and External Threats b) Factors Responsible for internal Security c) Internal security Doctrine	
<b>UNIT 2 THREATS TO INTERNAL SECURITY IN INDIA</b>	<b>15 Hrs</b>
a) Naxalism b) Terrorism c) Cyber Crimes d) Separatism e) Human Trafficking f) Economic offences g) Drug Trafficking h) Anti-Nationalism and Radicalization of Youth	
<b>UNIT 3 ROLE OF CENTRAL AGENCIES IN INTERNAL SECURITY</b>	<b>15 Hrs.</b>
a) Central Armed Police Forces b) Central Paramilitary Forces c) Security agencies and their mandate	
<b>UNIT 4 POLICING IN INDIA</b>	<b>15 Hrs</b>
a) Law and Order b) Prevailing Structure c) Challenges and need for Reforms d) Police and Public Relations.	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Learn the concepts of Internal Security and Threats in India  
 CO2. Understand the national and International security challenges.  
 CO3. Illustrate the relevant mechanism in dealing with internal security challenges.  
 CO4. Analyze the strategies followed by the government in dealing with security challenges  
 CO5. Evaluate the prevailing structures and understand the need for reforms  
 CO6. Analyze the emerging issues in Law and order and internal security.

**READING LIST**

- 1) Arnold, David, Police Power and Colonial Rule, Madras 1859-1947 Delhi: Oxford University Press, 1986.
- 2) National Police Commission report, Padmnabhaih committee report, Rebeiro committee report, Soli Sorabji Committee report, Mallimath Committee report, Supreme Court Directions on Police Reforms
- 3) Verma, Arvind, The New Khaki: The Evolving Nature of Policing in India, FL: CRC Press, 2011.
- 4) Bureau of Police Research & Development 2010. www.bprd.gov.in

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks	40 Marks
Part B: Long Questions with choice, each question carries 15 marks	60 Marks

					Public Sector Management					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

1. Students get oriented with hand-on experience through case-study methods on the various aspects of the public sector management in India.
2. Students get oriented on the essentials of team building, maintenance of effective work culture and ethical dimensions.
3. Students learn and develop the skills, tools and mechanism of the public sector management functions including effective decision-making, planning, organizing and controlling

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 Introduction to Public Sector Management</b>	<b>15 Hours</b>
<ul style="list-style-type: none"> <li>a) Difference Between Public and Private</li> <li>b) Evolution and Role of Public Sector in Developing countries</li> <li>c) Economic Administration of the State</li> </ul>	
<b>UNIT 2 Managing Administrative Structure and Process</b>	<b>15 Hours</b>
<ul style="list-style-type: none"> <li>a) Strategic Management</li> <li>b) Network Management and Departmental Coordination</li> <li>c) Role of Leadership in Public Governance</li> <li>d) Process flow of few public initiatives</li> <li>e) Citizen Centric Governance</li> </ul>	
<b>UNIT 3 Managing Change, Conflicts and Communication Strategies</b>	<b>15 Hours</b>
<ul style="list-style-type: none"> <li>a) Change Management Skills Techniques</li> <li>b) Organization Communication Techniques</li> <li>c) Conflict Resolution Techniques</li> </ul>	
<b>UNIT 4 ISSUES AND CHALLENGES IN PUBLIC Sector Management</b>	<b>20 Hrs</b>
<ul style="list-style-type: none"> <li>a) Risk and Emergency Management</li> <li>b) Trends in Public Sector Management</li> <li>c) Banking and Public Sector Management</li> </ul>	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understand the difference between public and private organization and their correlation with Rule of Law/ legislations and common law
- CO2. Learn basic management skills to develop effective and efficient processes.
- CO3. Comprehending the implication of managerial skills in terms of strategy management, leadership and process flow.
- CO4. Interpret the cumulative role ethics in the public sector and cognizance of moral & social responsibility of public managers
- CO5. Explore the various techniques of change management, communication strategy & conflict management
- CO6. Analyze the shift of governance to citizen centric governance.

**READING LIST**

1. Public Management and Governance, (2nded). London: Routledge.
2. Shrap. B. ArguirreG. & Kickham. K. (2016). Managing Public Sector: A Casestudy in Ethics and Leadership. Routledge. ISBN 9781138684799

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks
- Part B: Long Questions with choice, each question carries 15 marks      60 Marks

20 MPAP52					Human Resources Management and Industrial Relations					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To acquaint the students regarding the Nature, Scope and significance of Human Resource Management, Its activities in Organisation.
- To understand the mechanism of Grievance redressal, Collective bargaining.
- To learn Policy framework regarding Industrial dispute, Payment of wages, Employees provident Fund etc.

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>	<b>15 Hrs</b>
a) Human Resource Planning and Strategies involved, b) Recruitment, Selection, Appointment and Promotion c) Job Description, Job Analysis, Job Evaluation, Performance Appraisal	
<b>UNIT 2 MANAGEMENT AND DEVELOPMENT:</b>	<b>15 Hrs</b>
a) Employee Capacity Building Strategies, b) Employee Health and Safety Concerns, c) Management of Change at Workplace, d) Motivation and Morale	
<b>UNIT 3 INDUSTRIAL RELATIONS</b>	<b>15 Hrs</b>
a) Industrial Conflicts, Discipline and Grievances, b) Collective Bargaining, Joint Consultation c) Labour Management Participation, Compulsory Arbitration Scheme, d) Trade Unions e) Grievance redressal mechanism	
<b>UNIT 4 LEGAL PROVISIONS</b>	<b>15 Hrs</b>
a) Factories Act, 1948, b) Industrial Dispute Act, 1947 c) Payment of Wages Act d) Employees Provident Fund Act e) Case Studies	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Annotating evolution of HRM, its Activities and its role & Significance.  
 CO2. Understand the HRM functions and issues.  
 CO3. Identify the concepts like Management of Change, Motivation & Morale.  
 CO4. Illustrate upon the Industrial relations & conflicts.  
 CO5. Assess the role of trade unions, Labour participation and Joint consultations.  
 CO6. Analyze legal aspects of HRM in Theory & Practice.

**READINGS LIST**

1. Robert L. Mathis, John H. Jackson **Human Resource Management: Essential Perspectives**
2. Paul K. Edwards, **Industrial Relations: Theory and Practice**, Blackwell Publishing, 2003
3. Ratna Sen, **Industrial relations in India: shifting paradigms**, Macmillan India, 01-Jan-2003
4. Devi Saran Chopra, **The Factories Act, 1948: Provisions, Comments, Explanations, and Case Law** India. Factories Act, 1948, Labour Law Agency

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks

20 MPAP53					Environmental Crisis and Disaster Management Policies					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Students get oriented on the genesis and evolution of the area of Disaster Management.
- Students learn about the essentials of various aspects of Disaster Management and Crisis management policies.

**COURSE CONTENTS: 60 Hrs****UNIT 1 DISASTER AND CRISIS MANAGEMENT****15 Hrs**

- a) Meaning, classification of Disasters b) Disaster management cycle
- c) Community bases disaster management d) Preparedness

**UNIT 2 DISASTER MITIGATION****15 Hrs**

- a) Vulnerability and risk analysis, b) Resource mobilization and analysis, c) Rehabilitation and Reconstruction d) Disaster and Development e) Technology in Disaster management

**UNIT 3 DISASTER MANAGEMENT STRATEGIES****15 Hrs**

- a) Damage assistance, b) Government policies, c) Reports and case studies d) NDMA and State Disaster Management Policies e) NIDM f) NDRF

**UNIT 4 ENVIRONMENTAL PROTECTION AND GOVERNANCE****15 Hrs**

- a) Environmental Crisis b) Environmental Protection policies
- c) International Conventions d) SDGs e) Green Tribunals f) People Participation

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Learn the concepts and meaning of disaster & crises.
- CO2. Understanding the contemporary remedies of disaster management & preparedness.
- CO3. Articulate the increased role of Risk Analysis, Resource management & Rehabilitation challenges.
- CO4. Analyse the role of Governance in disaster management and environment protection
- CO5. Understand the disaster management strategies at National, state and local level
- CO6. Assess the role of International conventions in achieving the SDGs

**READING LIST**

1. Ayaz Ahmad "Disaster Management through the New millennium" Anmol Publication, New Delhi
2. Bhargava, Gopal, Environmental Challenges and Ecological Disaster: Global perspective by Gopal Bhargava, New Delhi: Mittal; 1992
3. Kieth Smith, Environmental Hazards, Routledge, 1996
4. Pradeep Sahani, Alka Dhamija, "Disaster Mitigation: Experience and Reflections, Prentice Hall of India, New Delhi, 2001
5. Sinha, Prabhas C. (2006), "Disaster Relief Rehabilitation and Emergency Humanitarian Assistance, S.B.S. Publishers & Distributors Pvt. Ltd.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks
- Part B: Long Questions with choice, each question carries 15 marks      60 Marks

20 MPAP54					Contemporary Trends in Governance					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVE:**

- This Paper would identify the trends and the challenges encountered by the contemporary government in the process of governance.
- It would exemplify the context of the policy which has been prepared to the challenges in public Administration.

**COURSE CONTENTS: 60 Hrs.****UNIT 1 E- GOVERNANCE****15 Hrs**

- a) e-Democracy b) e-Participation c) e-Services d) e-Learning e) m-Governance  
f) Real time Governance g) Social Networking and Governance

**UNIT 2 CITIZEN AND GOVERNANCE****15 Hrs**

- a) Participation b) Representation c) Public Choice d) Citizenship  
e) Community Governance

**UNIT 3 GOVERNANCE AT CENTRE, STATE AND LOCAL LEVEL****15 Hrs**

- a) Digital Payments b) Direct Benefit Transfer c) Universal Health Insurance  
d) E-health e) Agriculture Insurance f) PMKSNY g) Digital Setu  
H) MAKE IN INDIA

**UNIT 4 STATE, SOCIETY AND GOVERNANCE****15 Hrs**

- a) Human Rights b) Child Rights c) HDI d) Representative Governance  
e) Gender and Society f) Reservations g) Happiness

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understanding the concepts of E-democracy and E-services.  
CO2. Articulate the contemporary topics of Citizen and Governance  
CO3. Illustrate the increased role of police in dealing contemporary challenges of Society  
CO4. Assess the modern trends in the area of Civil Services in India  
CO5. Identify the importance of Human Rights in day to day life of Citizen  
CO6. Analyze the correlation between State, Society and Governance in modern day administration

**READINGS LIST**

1. Public Administration: Concepts and Theories By Rumki Basu.
2. Public Administration in India: 21st Century Challenges for Good Governance by R. B. Jain.
3. Corruption in India: Agenda for Action by [Sanjivi Guhan](#), [Paul Samuel](#).
4. [Human Rights in India: Issues and Challenges](#) by Aftab Alam.
5. Does Civil Society Matter? Governance in Contemporary India edited by Rajesh Tandon, Ranjita Mohanty.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
Part B: Long Questions with choice, each question carries 15 marks      60 Marks

MPAP14					Rural and Urban Local Governance in India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To establish understanding of rural & urban scenario in India and their challenges and issues.
- The paper will explore concepts of rural and urban governance which will also include their effective and efficient strategy of sustainable development.

**COURSE CONTENT: 60 Hrs****UNIT 1 INTRODUCTION TO LOCAL GOVERNMENTS****15 Hrs**

- a) Concepts of Rural and Urban Development b) Sustainable Approaches towards Local Government Development  
c) Decentralization and Democratic Decentralization, d) Experiments of Urban and Rural Development in India

**UNIT 2 HISTORICAL PERSPECTIVES****15 Hrs**

- a) Evolution of Urban and Rural Government in India -73<sup>rd</sup> and 74<sup>th</sup> CAAs  
b) Various committees: Balwantri Mehta & Ashok Mehta, First ARC, Second ARC,

**UNIT 3 INSTITUTIONAL ARRANGEMENTS****15 Hrs**

- a) Structural Functionaries: District Rural Development Agency, District Planning Committee, Panchayat, Gram Sabha, Patwari, Village Level Worker b) Mayor, Municipal Commissioner, Development Authorities: GUDA, AUDA

**UNIT 4 RURAL AND URBAN DEVELOPMENT (ISSUES & REFORMS)****15 Hrs**

- a) Issues of Socio – Economic Development, b) Issues related to development in rural and Urban areas c) Roles of State and other Autonomous bodies & their relationship with local bodies, d) Policies and Programmes of various sectors

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO 1. Gain basic knowledge about the concepts of local government development in India  
CO 2. Exemplifying the fundamental structure of local governance in Indian context  
CO 3. Integrate a thorough understanding of issues of rural and urban development in Indian and stimulating the real perspective of development in both forms of local government.  
CO 4. Understand the roles of various administrative arrangements  
CO 5. Assess the policies and programmes implemented by the governments at gross root level  
CO 6. Analyse the holistic perspective of rural and urban development in India.

**RECOMMENDED BOOKS:**

1. Katar Singh, Rural Development: Principles, Policies and Management, SAGE Publications India.
2. Viswambhar Nath, Surinder K. Aggarwal, Urbanization, Urban Development, and Metropolitan Cities in India, Concept Publishing Company.
3. Nagaraja Rao & G. Sai Prasad, Accountability of Urban Local Governments in India, Atlantic Publishers and Distributors.
4. Rajvir Sharma, Urban Governance in India: Major Issues & Challenges, Research India press

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

20 MPAP25					E-Governance and Administration					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To understand the Concept of E-Governance, Theory and Practices
- To acquaint the students regarding Information technological interventions in the domain of Public Administration
- To explain the role of technology in the Administrative Functioning

**COURSE CONTENTS: 60 Hrs**

<b>UNIT 1 INTRODUCTION TO E-GOVERNANCE:</b>	<b>10 Hrs</b>
a) Governance in Digital Age b) Meaning, Scope and Importance of e-Governance c) Evolution of e-Governance	
<b>UNIT 2 CONCEPTS OF E-GOVERNANCE</b>	<b>20 Hrs</b>
a) Theories of e-Governance b) Models of e-Governance c) National E-Governance Plan	
<b>UNIT 3 APPLICATION OF E-GOVERNANCE</b>	<b>15 Hrs</b>
a) e-Governance in Rural Development b) e-Governance in Urban Administration c) e-Governance in Socio and Economic Development	
<b>UNIT 4 ISSUES IN E-GOVERNANCE</b>	<b>15 Hrs</b>
a) e-Readiness b) Digital Divide c) Critical Factors d) Stake Holder perception e) Case Studies	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1 Acquaint the role of ICT in the domain of administration and governance.  
 CO2 Understand the concept of E-Governance, theories and various models  
 CO3 Understand the policy framework and evolving institutional framework of e-governance  
 CO4 Assess the capacity building measures required for digital intervention  
 CO5 Analyze the role of e- governance in enhancing the efficiency and transparency.  
 CO6 INTERPRET THE ICT INTERVENTIONS FOR RURAL AND URBAN DEVELOPMENT

RELATED CASE STUDIES

**READING LIST**

1. Prabhu, C.S.R., E-Governance: Concepts And Case Studies, Prentice Hall of India Private Limited, New Delhi
2. Leslie, Budd, E-Governance: Managing Or Governing? Routledge, New York
3. Krishna, S., ShirinMadon, The Digital Challenge: Information Technology in the Development Context, Ashgate Publishing Limited, England
4. Singh, Vikram, Impact of Information and Communication Technology on Public Life, University Sciences Press, Delhi

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks

20 MPAP26					Administration of Non Profit Organizations					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- Understand philanthropy, volunteerism, and nonprofit organizations, its role in our society
- Understand legal issues, identify moral and ethical responsibilities and norms of good governance for nonprofit administration,
- Discuss leadership, managerial and communication tools, techniques, and strategies for effectively administering nonprofit organizations

**COURSE CONTENT: 60 Hrs****UNIT 1 INTRODUCTION TO NON PROFIT ORGANIZATIONS****15 Hrs**

- a) Idea of Non Profit Organization b) Establishment of NPOs  
c) Governance & Management of Non-Profit Organizations d) Types of NGOs/NPOs

**UNIT 2 GOVERNANCE ISSUES****15 Hrs**

- a) Governing Body & Strategic Management b) Accountability, Transparency, Sustainability & Participation c) Norms of Good Governance, NGO/NPO Accreditation

**UNIT 3 MANAGEMENT PRACTICES****15 Hrs**

- a) Financial Resources FCRA Act, b) Human Resources c) External Resources  
d) Participation e) Field Work f) Areas of Intervention

**UNIT 4 MACRO PERSPECTIVES****15 Hrs**

- a) Governance & Development b) Good Governance c) Social Accountability,  
d) Participation & Civic Engagement, Entitlements. e) Challenges

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understanding about history, volunteerism, philanthropy & professionalism in NPOs  
CO2. Learn the management of nonprofit organizations (mission and vision statement,  
CO3. Envisage administrative leadership, Legal aspects and tax implications.  
CO4. Assess the role of orientation and training, board/staff relations, communication,  
CO5. Orient on marketing, public relations, and managing the NPO's image.  
CO6. Analysis about means of sustaining and exit strategy

**READINGS LIST:**

- 1) Kirby Patrick- NGOs in India- The challenges of women's empowerment and accountability, 2010
- 2) Pushpa Sundar, Foreign Aid for Indian NGOs: Problem or Solution?, 2010
- 3) Puran Chandra, NGOs And Human Rights Activism, 2010
- 4) Prasad B, Ngo Governance and Law: Indian and International Source Book, 2011
- 5) Shivani Dharmarajan, NGO Development Initiative and Public Policy, 2010

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

20 MPAP55					Public Policy Formulation and Implementation in India					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To impart an empirical understanding of the public policy processes, including the political system, important of cultural values and ethics.
- This paper will explore the various structural of power and roles of performed in governance mechanism by all stakeholders.

**COURSE CONTENT: 60 Hrs**

1. **VARIOUS AGENCIES IN PUBLIC POLICY FORMULATION & IMPLEMENTATION** **15 Hrs**
  - a) Niti Aayog                      b) Cabinet Secretariat                      c) Central Secretariat                      d) PMO
  - e) Legislative Agencies f) Society g) Political parties h) Field level agencies
  - i) state and Local governments
2. **LEGAL FRAMEWORK OF POLICY FORMULATION & IMPLEMENTATION** **15 Hrs**
  - a) Constitutional Framework    b) Legislature    c) Executive d) Judiciary
3. **NON-OFFICIALS IN POLICY FORMULATION& IMPLEMENTATION** **15 Hrs**
  - a) Role of Media,    b) NGOs    c) CBOs    d) pressure Groups e) Lobbyists
4. **ISSUES IN POLICY FORMULATION AND IMPLEMENTATION:** **15 Hrs**
  - a) Intergovernmental Relations b) International Agencies c) Case Studies - Health Policy and Education Policy

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Expounding the knowledge about the public policy making and implementation  
CO2. Epitomizing the fundamental structure public policy making and implementation  
CO3. Assimilating the real perspective of both the processes of public policy  
CO4. Foresee the roles of various stakeholders in policy formulation and implementation.  
CO5. Assess the holistic development of public policy process is done in Indian context.  
CO6. Induce a methodical and holistic perspective of public policy making and implementation in India

**READINGS LIST:**

1. Sapru, R. K., Public Policy: Art and Craft of Policy Analysis, PHI Learning Pvt Ltd., 2010
2. Sivaramakrishnan, Arvind, Public Policy and Citizenship, Sage, New Delhi, 2011
3. Vaidyanathan Ayyar, R. V., Public Policymaking In India, Pearson Longman, Delhi, 2009

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks    40 Marks  
Part B: Long Questions with choice, each question carries 15 marks    60 Marks

20 MPAP56					Social Policy Accountability and Governance					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To learn range of complications, concepts, approaches and principles related to social policy and welfare.
- This paper will acquaint students with complete understanding of social accountability as a tool of good governance.

**COURSE CONTENT: 60 Hrs****UNIT 1 Introduction to Social Policy****15 Hrs**

- a) Need of Social Policy b) Scope of Social Policy c) Stakeholders, d) Impact of Social Policy e) Poverty, Inequality and Social Exclusion

**UNIT 2 Theories of Social Policy****15 Hrs**

- a) Social Policy and the Welfare State b) Equality, Citizenship and Rights  
c) Institutional and Residual Welfare State Models d) Theories of Welfare State

**UNIT 3 Approaches of Social Policy****15 Hrs**

- a) Social Policy in Pre-capitalist societies b) Market Economies and Socialist States  
c) Perspectives of Social Policy: Marxist, Liberal, Neo – Liberal and Gandhian,  
d) Market led Reforms in Social Policy

**UNIT 4 Concept of Social Accountability****15 Hrs**

- a) History, Definitions & Principles, b) Rational, Relevance, Aspects and Dimensions  
c) Budget Advocacy, Performance Monitoring, Evaluation

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Understand and learn the basic knowledge about the concepts of social policy.  
CO2. Develop fundamental conceptualization of social policies and welfare ideologies.  
CO3. Hand holding into deeper sense of indulgence in various theories, approaches  
CO4. Illustrate on developing right rationale on good governance tool of social accountability.  
CO5. Assess the different values, empirical apparatus to monitor and evaluate social policy  
CO6. Analyze the conceptual expedition of social policy & governance

**READING LIST:**

1. Baldock, Jhon Nick Manning and Sarah Vickerstaff. Social Policy, Third Edition, pp 5 – 30, Oxford, 2007
2. Amartya Sen. "Social Exclusion: A Critical Assessment of the Concept and Its Relevance" Asian Development Bank, Manila, 2000
3. Holmwood, John. Three Pillars of Welfare State Theory: T.H. Marshall, Karl Polanyi and Alva Myrdal in Defence of the National Welfare State" 2000; 3; 23 European Journal of Social Theory
4. BlauSource, Joel. "Theories of the Welfare State" The Social Service Review, Vol. 63, No. 1 (Mar., 1989), pp. 26-38 Published by: The University of Chicago Press Stable

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 mark      40 Marks

Part B: Long Questions with choice, each question carries 15 marks      60 Marks

20MPAP57					Project Management					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES**

- To fostering a core permissive of project management in terms of globalization.
- To familiarize and increase interpersonal skills on project planning, resource management, risk management and project evolution.
- To assimilate on the project organization, human resource management and effective cost management practices.

**COURSE CONTENT: 60 Hrs****UNIT 1 INTRODUCTION TO THE PROJECT MANAGEMENT****15 Hrs**

- a) The Evolution of Project Management, b) What is Project c) Project Management Framework d) Project Report  
e) Establishment of Project f) Legal Framework

**UNIT 2 PROJECT PLANNING AND ORGANIZATION****15 Hrs**

- a) Structure and Scheduling the Project b) Project Team and Developing a Team Center  
c) Project Integration Management

**UNIT 3 RESOURCES AND PROJECT MANAGEMENT****15 Hrs**

- a) Human Resource for Project b) Risk Management, c) Cost Management,  
d) Change Management e) Quality Management f) Financial Resource Management

**UNIT 4 PROJECT CONTROL AND EVALUATION****15 Hrs**

- a) Control and Co-ordination b) Project Evaluation c) Results analysis

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Exemplifying the basic knowledge about the concepts of project management  
CO2. Incarnating the fundamental know-how of project practices within its framework  
CO3. Understanding of interpersonal skills to manage structuring, scheduling, leading a project.  
CO4. Illustrate the various constraints, risks and financial crisis in project management sphere.  
CO5. Attributing to various control mechanism in project management for effective and efficient utilization of limited resources.  
CO6. Analysis on project management which could be implemented in the governance set-up, corporate sector and civil society organizations.

**READINGS LIST**

1. Andersen, E.S, et.al, (1995), Goal Directed Project Management: Effective techniques and strategies London: Kogan page.
2. Appelo, J. (2009). What is the mission of the Project? Retrieved May 12, 2009, from [www. Projectsmart.co.uk](http://www.Projectsmart.co.uk).
3. Azzopardi. S (2009). The evolution of the project Management. Retrieved may 12, 2009, from [www. Projectsmart.co.uk](http://www. Projectsmart.co.uk).
4. Baume, C. Martin, P. Yorke, (2002). Managing educational projects. London: Kogan page.

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

Part A: Short Questions with choice, each question carries 10 marks 40 Marks

Part B: Long Questions with choice, each question carries 15 marks 60 Marks

17MPAP62					Public Private Partnerships					
Teaching Scheme					Examination Scheme					
L	T	P	C	Hrs/Week	Theory			Practical		Total Marks
					MS	ES	IA	LW	LE/Viva	
4	0	0	4	4	25	50	25	--	--	100

**COURSE OBJECTIVES:**

- To comprehend the fundamental concepts of Public Private Partnership from governance perspective.
- To assimilate on the role of public private partnership in various public service delivery and grasp how it provide a holistic solution as tool to the policy makers.

**COURSE CONTENT: 60 Hrs**

<b>UNIT 1 INTRODUCTION</b>	<b>15 Hrs</b>
a) Origin of Public Private Partnership b) Models of Public Private Partnership c) Types of Public Private Partnership d) PPP project Cycle e) Partners	
<b>UNIT 2 PUBLIC PRIVATE PARTNERSHIP IN SERVICE DELIVERY</b>	<b>15 Hrs</b>
a) Establishing PPP projects b) Model PPPs c) PPP project Reports	
<b>UNIT 3 PUBLIC PRIVATE PARTNERSHIP INFRASTRUCTURE</b>	<b>15 Hrs</b>
a) Road, Airports, Public Transportation d) Social Infrastructure	
<b>UNIT 4 RISK MANAGEMENT</b>	<b>15 Hrs</b>
a) Various types of risks in PPP, b) Case Study Methodology in Risk Assessment and Risk Mitigation in PPP	

**COURSE OUTCOMES:****On completion of this course, student will be able to**

- CO1. Inherit the basic understanding of the core concepts of PPP  
 CO2. Distinguish between different stakeholders' priorities in PPP projects.  
 CO3. Illustrate the various tools of PPP in the success & accountability in PPP models.  
 CO4. Interpret the strategies & risks in PPP  
 CO5. Scrutinize various case studies of PPPs in Indian context  
 CO6. Analyze the best practices which could be applied by government

**READINGS LIST:**

1. Akinotoye, A., Beck, M & Hardcastle, C (Eds) (2003) Public Private Partnerships: Managing Risk and opportunities, Oxford. Blackwell science.
2. Berg, S. V., M.G. Politt and M. Tsuji (2002), Private Initiatives in Infrastructure, Cheltenham: Edward Elgar.
3. OECD, Public Governance of Public-Private Partnerships, 2012
4. Rosabeth Moss Kanter and Daniel Fox, Harvard Business School, Finding the Money: An Overview of Infrastructure Finance Challenges and Opportunities, 2014

**End Semester Examination Question Paper Pattern****Max Marks 100****Exam Duration: 3 Hrs**

- Part A: Short Questions with choice, each question carries 10 marks      40 Marks  
 Part B: Long Questions with choice, each question carries 15 marks      60 Marks