

**DEPARTMENT OF PUBLIC ADMINISTRATION  
KURUKSHETRA UNIVERSITY KURUKSHETRA**

**Course Curriculum  
Master of Arts in Public Administration**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
KURUKSHETRA UNIVERSITY KURUKSHETRA (HARYANA)  
2016**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
KURUKSHETRA UNIVERSITY KURUKSHETRA**

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**DEPARTMENT OF PUBLIC ADMINISTRATION  
KURUKSHETRA UNIVERSITY KURUKSHETRA**



**Syllabus Choice Based Credit System 2016  
Masters in Public Administration: Course Structure**

**DURATION:**

Two Academic Years with four semesters.

**MEDIUM OF INSTRUCTION:**

The medium of instruction of examination shall be English and Hindi

**SCHEME OF INSTRUCTION:**

The course of study of M.A. Public Administration shall comprise of total 84 credits split in four semesters. The semester-wise details of the courses are explained in the forthcoming sections.

**Department of Public Administration  
Kurukshetra University, Kurukshetra**

**Syllabus of M.A. Public Administration  
(Choice Based Credit System)  
w.e.f. 2016-2017**

Time	:	03 Hours
Maximum Marks	:	100 Marks
Theory	:	80 Marks
Internal Assessment	:	20 Marks, Division of Marks as given below:- One Test/Seminar: 50% (For Each Paper) One Class Test: 25% (One Period Duration)

Attendance: 25%, Marks of attendance will be given as under:-

*	91% onwards	: 05 Marks
*	81% to 90%	: 04 Marks
*	75% to 80%	: 03 Marks
*	70% to 74%	: 02 Marks
*	65% to 69%	: 01 Marks
*	For students engaged in co-curricular activities of the University only/authenticated medical grounds duly approved by the concerned Chairperson.	

**Scheme of Examination for M.A. Public Administration**

The M.A. Examination in Public Administration has been divided into four Semesters spread over two years. Every student has to pass 84 Credits (**72 Compulsory + 8 Optional**) Credits and **4 Credits-2 in Semester-II and 2 in Semester-III from Optional Elective Paper from Other Department**) out of 96 Credits as necessary to earn the degree under the new scheme i.e. **Choice Based Credit System**.

In each semester, **20 (Compulsory + Optional)** Credits shall be offered to the students. In addition to this **One Optional Elective Paper from other Department of 2 Credits each in Semester-II & III are required to earn the Master Degree in Public Administration**. However, the choice of Optional Credits is subjected to the availability of teaching faculty in the Department. The semester-wise details of the paper scheme are as follows:-

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Course Code	Course Title	Type of Course	Credits (L+T)	Internal Marks	External	Total marks
<b>M.A (P) Semester – I Public Administration</b>						
PA 101	Public Administration: An Introduction	CC	4 ( ½ hrs/G)	20	80	100
PA102	Administrative Thinkers - I	CC	4 ( ½ hrs/G)	20	80	100
PA103	Public Personnel Administration in India, UK and USA	CC	4( ½ hrs/G)	20	80	100
PA104	Introduction to Public Policy	CC	4( ½ hrs/G)	20	80	100
<b>One paper to be chosen from any of the following</b>						
PA105 (i)	<i>Indian Constitution (A)</i>	EC	4( ½ hrs/G)	20	80	100
PA105 (ii)	<i>Administrative Law (B)</i>	EC	4( ½ hrs/G)	20	80	100
PA105 (iii)	<i>Governance &amp; Ethics (C)</i>	EC	4( ½ hrs/G)	20	80	100
<b>M.A (P) Semester – II Public Administration</b>						
PA 201	Administrative Theories	CC	4( ½ hrs/G)	20	80	100
PA202	Public Financial Administration	CC	4( ½ hrs/G)	20	80	100
PA203	Social Welfare - Administration	CC	4( ½ hrs/G)	20	80	100
PA204	Research Methods in Public Administration	CC	4( ½ hrs/G)	20	80	100
PA205	Public Policy : Concept and Models	CC	4( ½ hrs/G)	20	80	100
OESS	Candidate is required to take one option elective, other than Public Administration from the common lists of papers of social sciences (Syllabus enclosed in end)			-	-	50
<b>M.A (P) Semester – III Public Administration</b>						
PA 301	Public Administration in India	CC	4( ½ hrs/G)	20	80	100
PA302	Administrative Thinkers- II	CC	4( ½ hrs/G)	20	80	100
PA303	Public Sector Management	CC	4( ½ hrs/G)	20	80	100

PA304	State and Local Governance	CC	4( ½ hrs/G)	20	80	100
PA305	Project Work	CC	4( ½ hrs/G)		100	100
OESS	Candidate is required to take one option elective, other than Public Administration, from the common lists of papers of social sciences (Syllabus enclosed in end)			-	-	50
<b>M.A (P) Semester – IV Public Administration</b>						
PA 401	Accountability Reforms and Innovations in Administration	CC	4( ½ hrs/G)	20	80	100
PA402	Rural and Urban Governance	CC	4( ½ hrs/G)	20	80	100
PA403	Comparative Public Administration	CC	4( ½ hrs/G)	20	80	100
PA404	E-Governance	CC	4( ½ hrs/G)	20	80	100
<b>One paper to be chosen from any of the following</b>						
PA405 (i)	Administration Of Non-Government Organisation (A)	EC	4( ½ hrs/G)	20	80	100
PA405 (ii)	Development Administration (B)	EC	4( ½ hrs/G)	20	80	100
PA405 (iii)	International Administration (C)	EC	4( ½ hrs/G)	20	80	100

CC: Core Course:

EC: Elective Course

OESS: Optional Elective Social Sciences

**SEMESTER-1**  
**PA101: PUBLIC ADMINISTRATION: AN INTRODUCTION**

Maximum Marks 80 (4 Credit)  
Time 3 Hours

**Course Objectives:**

The importance of public administration derives from its crucial role in the governing of a society. All the great human events in history were probably achieved by what we today would call public administration. Organisation and administrative practices in collective or public settings are as old as civilization. This foundation course is set to analyze the transformations in public administration with emphasis on current initiatives and emerging challenges in the field. Students are introduced to the study of public administration in a fast changing environment of globalized phenomenon.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT-I: Introduction**

- a) Meaning , Nature, Scope and Importance of Public Administration
- b) Evolution of Public Administration and its Present Status
- c) Politics & Administration Dichotomy Debate
- d) New Public Administration

**UNIT-II: Globalization And Public Administration**

- a) Challenges of Liberalization and Privatization
- b) Good Governance
- c) New Public Management

**UNIT-III: Principles**

- a) Hierarchy
- b) Unity of Command
- c) Span of Control
- d) Division of Work and Coordination

**UNIT-IV: Principles**

- a) Centralization, Decentralization and Delegation
- b) Authority, Power and Responsibility
- c) Supervision and Control
- d) Line, Staff and Auxiliary Agencies

**SELECT READINGS:**

- Avasthi & Maheshwari (2012), Public Administration, Lakshmi Narayan Agarwal, Agra
- Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire

- Arndt Christiane and Charles Oman (2006), Uses and Abuses of Governance Indicators, OECD, Paris
- Bhattacharya, Mohit (2013), New Horizons of Public Administration: Issues, Challenges and Opportunities, New York, MO.E. Sharpe
- Henry, Nicholas (2006), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
- Jan-Erik Lane, (2000), New Public Management: An Introduction, Routledge, London.
- Ravindra Prasad, D. Prasad, V S Prasad, Satyanarayana P, and Y Pardhasaradhi, (eds.) (2013), Administrative Thinkers, Sterling, New Delhi
- Donald Menzel (ed.) (2011). The State of Public Administration; Issues, Challenges and Opportunity, New York: M.E. Sharpe
- Frank J. Goodnow, Politics and Administration: A study in Governance, Transaction Publishers, New York, 2003
- O'Leary, Rosemary Et.al. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town University Press, DC
- Martin Albrow (1970), Bureaucracy, MacMillan, London, 1970
- UN, Department of Economic and Social Affairs, Development Administration; Current Approaches and Trends in Public Administration for Development, New York, UN, 1975
- Wilson, Woodrow."The Study of Administration," Political Science Quarterly 2(June 1887)



**SEMESTER-I**  
**PA 102: ADMINISTRATIVE THINKERS-I**

Maximum Marks 80 (4 Credit)  
**Time 3 Hours**

**COURSE OBJECTIVES**

A theory, to be useful, in explaining and predicting a real world event or phenomenon. A theory of Public Administration is meant to promote understanding through definitions, concepts, and metaphors. The chronological narration of evolution of theory through classical and human relations school helps the student to grasp the electric prescription of theory in course of time. The work of the individual thinker and their struggle for the search of knowledge should be an inspiring experience for the students.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT I: Evolution Of Administrative Theory**

- a) History and Development of Administrative Thought
- b) Contribution of Kautilya and Woodrow Wilson

**UNIT II : Various Schools Of Thought**

- a) Classical school of Thought
- b) Human Relation school of Thought
- c) Bureaucratic school of Thought
- d) Behavioral school of Thought

**UNIT III: Administrative Structure And Principles**

- a) Henri Fayol- Foundations of Management
- b) Frederick Winslow Taylor- Scientific Management
- c) Luther Gulick and Lyndall Urwick- Science of Administration
- d) Max Weber – Bureaucracy

**UNIT IV: Organization As Social System**

- a) Mary Parker Follett - Constructive Conflict and Leadership
- b) Elton Mayo - Human Relations Movement
- c) Chester Barnard - Formal and Informal Organizations and Functions of Executive

## **SELECT REFERENCES:**

- Baker R J S (1972), Administrative Theory and Public Administration, Huthinson, London
- Barnard, Chester(1969),The Functions of Executive, Cambridge, Harvard University Press
- Donald Menzel and Harvey White (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. New York: M. E. Sharpe.
- Frank Marini, (1971). Towards a New Public Administration: The Minnowbrook Perspective, Chandler Publications, University of Columbia.
- George H. Fredrickson (et al).(2003).The Public Administration Theory' Primer, Westview Press
- Golembiewski, Robert T, (1977). Public Administration as a Developing Discipline, Marcel Dekkar.
- Golembiewski, Robert T, Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21-49, March 1974.
- Henry Fayol,(1957). General and Industrial Management. Issac Pitman, London.
- Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
- Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press
- Luther Gulick & Lyndall L.Jurwick (eds.)(1937), Papers on Science of Administration, New York Institution of Public Administration, New York.
- Lyndall Urwick & E F L Brech (1955), The Making of Scientific Management, Issac Pitman, London
- Lyndall Urwick (1947),The Elements of Administration, Issac Pitman & Sons, London Martin Albrow, Bureaucracy (1970), MacMillan, London
- Prasad, Ravindra. D (et al) eds (2013). Administrative Thinkers , Sterling Publishers, New Delhi.
- Waldo, Dwight (1968),The Study of Public Administration, Random house, New York
- White, Jay D. and Guy B. Adams (1994), Research in Public Administration: Reflections on theory and Practice, Sage.

**SEMESTER - I**  
**PAPER-PA 103: PUBLIC PERSONNEL ADMINISTRATION IN**  
**INDIA, U.K. AND U.S.A.**

Maximum Marks 80 (4 Credit)

**Time 3 Hours**

**COURSE OBJECTIVE**

The term civil services covers the large number of permanent officials required to run the machinery of government. The Core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. After completion of the course students are in position to have an overview of the structure, trends and issues related to the personal administration in INDIA, UK and USA

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT – I Introduction**

- (a) Public Personnel Administration – Meaning Nature Scope and Importance
- (b) Recruitment – Principles, Methods Selection Process
- (c) Personnel Agencies – UPSC and State, Public Service Commission

**UNIT – II – Public Personnel Administration**

- (a) Training: Objectives, Nature, Dimensions, Types,
- (b) Training: Methods Techniques and Needs Assessment,
- (c) Performance Evaluation Promotion; Pay and Pay Commission;
- (d) Conduct and Discipline; Conditions of Services Superannuation.

**UNIT – III – USA Public Personnel System**

- (a) With special reference to classification
- (b) With special reference to Recruitment,
- (c) With special reference to Training,
- (d) With special reference to Compensation and Right of the Civil Servant

**UNIT – IV – UK Public Personnel System**

- (a) With special reference to classification
- (b) With special reference to Recruitment,
- (c) With special reference to Training,
- (d) With special reference to Compensation and Right of the Civil Servant

## REFERENCES

- Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London.
- Aswathappa K. (2013) Human Resource Management: Text and Cases, McGraw Hill, New Delhi
- Farazmand, Ali (1994), Handbook of Bureaucracy, Taylor & Francis, New York
- Flippo Edwin B., (1976), Principles of Personnel Management, McGraw-Hill
- Goel, S.L.& Rajneeesh, Shalini(2003), Public Personnel Administration, Deep & Deep, New Delhi
- Government of India, Second ARC,Tenth Report on 'Refurbishing of Personnel Administration'
- Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration,Taylor & Francis, New York.
- Jain, R.B.(1994), Aspects of Personnel Administration, IIPA, New Delhi
- Maheswari Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi
- Naff , Katherine C, Norma M. Riccucci, (2014) personnel Management in Government: Politics and Process( Seventh Edition), CRC, Taylor & Francis, New York.
- Riccucci ,Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
- Shafritzjay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
- Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
- Tead , Ordway (1920), Personnel Administration, University of California Libraries.
- C.M. Jain, H.C. Sharma and A.S. Rathod, Research Publications, 89 Tripolia Bazar, Jaipur, 2014

**SEMESTER-I**  
**PA104: INTRODUCTION TO PUBLIC POLICY**

Maximum Marks 80 (4 Credit)

**Time 3 Hours**

**Course Objectives:**

The field of public policy has assumed considerable importance in response to the increasing complexity of the government activity. The advancements of technology, changes in the social organization structures, rapid growth of urbanization added to the complexities. The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future. The main objective of this foundation course is to provide an opportunity to the student to learn the basic areas of public policy on the largest gamut of its canvas.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I: Introduction**

- a) Public Policy- Meaning, Nature, Scope and Importance
- b) Evolution of Public Policy Sciences
- c) Public Policy and Public Administration

**UNIT-II: Theories And Public Policy Making**

- a) Theories and Models of Public Policy Making (Game, Elite, Rational Choice and Game Theories)
- b) Perspectives of Policy Making Process
- c) Institutions of Policy Making Process

**UNIT-III: Policy Implementation**

- a) Policy Implementation- Concept
- b) Policy Implementation- Determinants Techniques
- c) Policy Implementations- Problems and issues

**UNIT-IV: Policy Evaluation**

- a) Policy Evaluation –Concept
- b) Policy Evaluation- Techniques
- c) Policy Impact and Policy Outcomes

**SELECT READINGS:**

- Anderson J.E. (2006) Public Policy Making: An Introduction, Boston, Houghton.
- Bardach, Eugene (1977) The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
- Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI, Greenwood Press.
- Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making Armonk; M.E. Sharpe.
- Brewer, Gary D., and Peter de Leon (1983), The Foundations of Policy Analysis, Homewood, IL: The Dorsey Press.
- Dahl, Robert and Charles Lindblom, (1976), Politics, Economics and Welfare, New York Harper
- Dror, Y. (1989), Public Policy Making Re-examined, 2<sup>nd</sup> ed., San Francisco, Chandler
- Dye Thomas (2008), Understanding Public Policy Singapore, Pearson Education.
- Hill Michael, (2005), The Public Policy Process, Harlow, UK, Pearson Education 5<sup>th</sup> Edition.
- Howlett, Michael, and M. Ramesh (1995) Studying Public Policy, Policy Cycles and Policy Subsystems, OUP, Toronto.
- Jones, C.O, (1970): An Introduction to the Study of Public Policy, Belmont, Prentice Hall.
- Learner, D. and H.D. Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
- Lindblom, C.E., and E.J, Woodhouse, (1993), The Policy making Process, 3es ed. New Jersey., Prentice Hall.
- McCool Daniel C. (ed.) (1995) Public Policy Theories, Models, and Concepts: An Anthology, NJ; Prentice Hall.
- Moran Mitchel and Robert Goodin, (2006), The Oxford Handbook of Public Policy, Oxford University Press, New York.
- Nachmias, David, (1979), Public Policy Evaluation: Approaches and Methods, New York: St. Martin's Press.
- Jay M. Shafritz (ed.) (1998), International Encyclopedia of Public policy and Administration, Westview Press.

## **SEMESTER-I**

### **PA 105 (i) INDIAN CONSTITUTION (A)**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

#### **Course Objectives:**

This course aims to acquaint the students of public administration about the basic features of Indian constitution along with its institutional arrangements.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice. However, one compulsory question in addition to be set under fifth unit based on entire syllabus. This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

#### **UNIT-I: Introduction**

- a) Framing of Indian Constitution (1947-1950)
- b) Salient Features and Significance
- c) Indian Federation: Features, Provisions and Issues

#### **UNIT-II: Basic Premises And Institutions**

- a) Preamble
- b) Fundamental Rights and Fundamental Duties
- c) Directive Principles of State Policy

#### **UNIT-III: Institutions And Distinctive Features**

- a) Parliament and State Legislatures
- b) Supreme Court and High Courts
- c) Emergency Provisions
- d) Constitutional Amendment Process

#### **UNIT-IV Constitutional Commissions**

- a) National Commission for Scheduled Castes
- b) National Commission for Scheduled Tribes
- c) National Commission for Backward Classes
- d) National Commission for Minorities

### **SELECT READINGS:**

- Avasthi & Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra
- Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- Fadia and Fadia, Indian Administration (2012), Sahitya Bhawan Publication, Agra.
- Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
- Maheshwari, S.R. (2001), Indian Administration, Orient Black Swan, Hyderabad.
- Pylee, M.V. (2009), An Introduction to the Constitution of India, Vikas, New Delhi.
- Ramesh K. Arora and Rajni Goyal (2012), Indian Public Administration, Vishwa Parkashan, New Delhi.
- Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
- Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House.
- The Constitution of India, Government of India, 2009.
- Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.



## **SEMESTER - I**

### **PAPER –PA 105(ii) :ADMINISTRATIVE LAW (B)**

Mamimum Marks 80 (4 Credit)

**TIME 3 Hours**

#### **COURSE OBJECTIVES:**

This paper familiarize the students of Public Administration about the concept and growth of Administrative Law in India by covering major areas in this field like delegated legislation, tribunals, ombudsman, etc.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

#### **UNIT – I Introduction**

- (a) Administrative Law- Meaning, Nature, Scope & Importance
- (b) Legal Basis of Modern State, Government and Administration;
- (c) Constitutional Concepts in Relation to Administrative Law: Rule of Law (U.K.), Doctrine of Separation of Powers; Principles of Checks and Balances, and Principles of National Justice.

#### **UNIT – II Administrative Control**

- (a) Delegated Legislation- Meaning, Need, Scope, Importance and Control
- (b) Doctrine of Ultra Virus
- (c) Droit Administration
- (d) Judicial Control of Administration Power
- (e) Rights Remedies writs and Principles and Natural Justice.

#### **UNIT – III Administrative Tribunals**

- (a) Administrative Tribunal: Reason for Growth, General Structure and Procedure
- (b) Types of Administrative Tribunals
- (c) Administrative Authorities and Tribunals: Railway Rates Tribunals, Income Tax Appellate Tribunals, Haryana Administrative Tribunal for Disciplinary Proceedings.

#### **UNIT – IV Administrative Appellate Authority**

- (a) Central Administrative Tribunals, Composition, Functions, and Powers
- (B) Income Tax Appellate – Tribunals
- (C) Regulatory Authority – Telecom Regulatory Authority of India (TRAI)  
Insurance Regulatory And Development Authority (IRDA)

#### **REFERENCES**

1. Jai Jai Ram Uppadhya, Administrative Law, Central Law Agency 30-D/1, Moti Lal Nehru Road, Allahabad-2 (U.P.) 2015.
2. M .P. Jain & S. N. Jain, Principles of Administrative Law, (6<sup>th</sup> edition), Published by Wadhwa Book Company, Delhi Law House, New Delhi 2013,
3. M.A. F, Judicial Control of Administrative Action in India, Oxford Clarendon Press, London ,(1969).
4. Geneva Richardson and Hazel Genn , Administrative law and government action :

- the courts and alternative mechanisms of review, Oxford (England): Clarendon Press, 1994.
5. D. G.T. Williams, *Administrative Law in England: The Emergence of a New Remedy*, Wolfson College, Oxford Clarendon Press, London ,(1969).
  6. J.A.G. Griffith, *Principles of Administrative Law* (4th Ed.), Published by Pitman Publishing Lincoln, United Kingdom, 1973
  7. A. P. Hassumani: *Some Problems of Administrative Law in India*, Published by Asia Publishing House, Mumbai, India, 1984.
  8. Christopher Forsyth, Mark Elliott, Swati Jhaveri, *Effective Judicial Review: A Cornerstone of Good Governance* (Oxford University Press, 2010).
  9. Christopher N. May and Allan Ides, *Constitutional Law: National Power and Federalism* (3rd Edition, Aspen Publishers, 2004).
  10. Elizabeth Giussani, *Constitutional and Administrative Law* (Sweet and Maxwell, 2008).
  11. Mahendra P. Singh, *Comparative Constitutional Law* (Eastern Book Company, 1989).
  12. Neal Devins and Louis Fisher, *The Democratic Constitution* (Oxford University Press, 2010).
  13. Sudhir Krishna Swamy, *Democracy and constitutionalism in India – A study of the Basic Structure Doctrine* (Oxford University Press, 2009).
  14. Vikram David Amar, Mark Tushnet, *Global Perspectives on Constitutional Law* (Oxford University Press, 2009).
  15. Bharati on Constitutional Status of Fundamental Rights”, Vol. 26 (2) South Asian Studies 299-309 (July-December 2011).
  16. Anne Smith, “Internationalization and Constitutional Borrowing in Drafting Bills of Rights” 60(4) International and Comparative Law Quarterly 867-894 (2011October).
  14. Daryl Levinson and Richard H. Pildes “Separation of Parties, Not Powers” 119(8) Harvard Law Review. 2311-2386 (2006).
  15. Daryl Levinson and Richard H. Pildes, “Separation of Parties, Not Powers” 119(8) Harvard Law Review 2311-2386 (2006).
  16. David Annoussamy, “Who Governs India?” 14 (4) South Asia Politics 18-21 (August 2011).
  17. David King, “Formalizing Local Constitutional Standards of Review and the Implications for Federalism” 97 (7) Virginia Law Review 1685-1726 (November 2011).
  18. David Staruss, “Do we Have a Living Constitution” 59 (4) Drake Law Review 973-984 (2011 Summer)
  19. Devi Prasad Singh, “Sovereignty, Judicial Review and Separation of Power”, 7(5) Supreme Court Cases J-13 (September 2012)
  20. G.N. Ray, “Mass Media and Parliamentary Democracy” 31 (2) Press Council of India Review 1-10 (April 2010).

**SEMESTER-I**  
**PA 105 (iii): GOVERNANCE & ETHICS (C)**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**Course Objectives**

Ethics is a set of standards that a society place on itself and which helps guide behaviour, choices and actions. In the real world, both values and institutions matter. Values are needed to serve as guiding stars, and they exist in abundance in our society. A sense of right and wrong is intrinsic to our culture and civilization. In this backdrop this course examines ethics as an instrument of governance. The major part of the course outlines the key concepts and debates associated with the ethics and governance and also cover the contemporary trends.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I: Governance**

- a) Definitions, Issues and Controversies
- b) Reinventing Government
- c) Governance as Government
- d) Institutions: The State, Market and Public domain

**UNIT-II: Governance And Ethics**

- a) Ethical Foundation of Governance
- b) Codes and Norms of Ethics in India: Politics and other Public Servants
- c) Legal Framework for Fighting Corruption
- d) Family, Society, Education and Ethics

**UNIT-III: Institutional Framework**

- a) Institutional Framework for Prevention of Corruption
- b) National Green Tribunal
- c) National Water Tribunal

**UNIT-IV: Ethical Trends**

- a) Social Initiatives
- b) Local Body Ombudsman
- c) Women Protection: Criminal Law (Amendment) Act 2013

**SELECT READINGS:**

- Bell, S. and Hindmoor, A. (2009) Rethinking Governance: The Centrality of the State in Modern Society, Cambridge: Cambridge University Press

- Barnwal S.P. (1993) Ethics in Work in India- Tradition in relation to Man and Society, IIPA: New Delhi
- Bentham, Jeremy (1948) Introduction to Principles of Morals and Legislation, New York
- Bevir, Mark (2009) Key Concepts in Governance, Sage, London
- Bevir Mark ed. (2010) The Sage Handbook of Governance, Thousand Oaks, CA: Sage Publications
- Chapman, Richard Ed. (2000) Ethics in Public Service for the New Millennium, Aldershot: Ashgate
- Fredrickson, H. G. and Ghore R.K. Eds. (1999) Ethics in Public Management, New York: ME Sharp
- Government of India (2007) Ethics in Governance, Fourth Report, Second Administrative Reforms, Ministry of Personnel, Public Grievances & Pensions, New Delhi: Department of Administrative Reforms and Public Grievances
- Kjaer, A. (2004) Governance, Cambridge, UK: Polity Press
- Kooiman, Jan ed. (1993) Modern Governance: New Government- Society Interactions, London: Sage
- Peters, B. Guy and John Pierre (1998) "Governance without Government: Rethinking Public Administration" Journal of Public Administration Research and Theory 8(2): 223-43

**SEMESTER-II**  
**PA 201: ADMINISTRATIVE THEORIES**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**Course Objective**

This paper will familiarize the students with the basic concepts of Public Administration in developed and developing countries. In addition, the course will also cover new areas and new developments in the field of Public Administration particularly Good Governance, New Public Administration, etc. The paper will also cover various theories of organization.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT-I: Organisation Theories, Structure And Forms**

- a) Organization Theories: System and contingency
- b) Ministries and Departments
- c) Boards and Commissions
- d) Corporations and Companies

**UNIT-II: Administrative Behaviour**

- a) Chief Executive
- b) Headquarters and Field Relationships
- c) Leadership Theories –Traditional and Modern
- d) Morale and Motivation Theories-Contents and Process

**UNIT-III: Concepts, Process And Techniques**

- a) Communication
- b) Decision Making
- c) Public Relations

**UNIT-IV: Public Accountability And Control**

- a) Public Accountability
- b) Legislative Control
- c) Executive Control
- d) Judicial Control

**SELECT READINGS:**

- Avasthi & Maheshwari (2012), Public Administration, Lakshmi Narayan Agarwal, Agra
- Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire
- Arndt Christiane and Charles Oman (2006), Uses and Abuses of Governance Indicators, OECD, Paris

- Bhattacharya, Mohit (2013), New Horizons of Public Administration: Issues, Challenges and Opportunities, New York, MO.E. Sharpe
- Henry, Nicholas (2006), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
- Jan-Erik Lane, (2000), New Public Management: An Introduction, Routledge, London.
- Ravindra Prasad, D. Prasad, V S Prasad, Satyanarayana P, and Y Pardhasaradhi, (eds.,) (2013), Administrative Thinkers, Sterling, New Delhi
- Donald Menzel (ed.) (2011). The State of Public Administration; Issues, Challenges and Opportunity, New York: M.E. Sharpe
- Frank J. Goodnow, Politics and Administration: A study in Governance, Transaction Publishers, New York, 2003
- O’Leary, Rosemary Et.al. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town University Press, DC
- Martin Albrow (1970), Bureaucracy, MacMillan, London, 1970
- UN, Department of Economic and Social Affairs, Development Administration; Current Approaches and Trends in Public Administration for Development, New York, UN, 1975
- Wilson, Woodrow.”The Study of Administration,” Political Science Quarterly 2(June 1887)

**SEMESTER - II**  
**PA – 202- PUBLIC FINANCIAL ADMINISTRATION**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**COURSE OBJECTIVES**

This course provides an overview of activities and policies involved in the collection, custody and expenditure of public revenue at various levels of government. After completion of course student will be able to grasp the knowledge of basic principal of public finance, accounting, auditing and that relates to public budgeting and budgetary process.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT – I: Introduction**

- a) Meaning , Significance, Scope, Agencies and Principles of Public Financial Administration
- b) Tax Administration : Principles, Types and Method of Taxation,
- c) Tax Avoidance, and Evasion: Issues and Challenges
- d) Evaluation of the Indian Tax System

**UNIT – II Budgeting And Governance**

- a) Budget: Meaning , Evolution and Principles
- b) Budget Preparation, Authorization and Execution with special reference to India.
- c) Budget as Instrument of Management
- d) Types of Budget: Zero Based Budget, Gender Budget, Green Budget and Sunset Budget
- e) Centre state Financial Relations

**UNIT – III Financial Management**

- a) Financial Institution: IFCI, IDBI, SFC
- b) Working Capital: Concept, Component, Importance and Factors
- c) Indian Money Market: Composition, Features and Reforms.
- d) Fiscal Policy: Objectives, Instruments, Techniques and Limitations.
- e) Monetary Policy: Objectives, Principles, International Monetary Policy

**UNIT-IV Control Over Finance**

- a) Ministry of Financing as an Agency of Expenditure Control
- b) Financial Committee: PAC, EC, COPU
- c) Controller and Auditor General of India (CAGI)
- d) Reserve Bank of India: Organisation, Function, Credit Control, Monetary Policy of RBI

**REFERENCES**

- Carlos , Santiso(2009) the political economy of government auditing, Taylor and Francis
- Sanjev Kumar Mahajan and Anupama Puri Mahajan, Financial Administration in India, PHI Learning Private Limited.. Delhi 2014.
- Manjusha Sharma & O.P. Bohra, Financial Administration in India, Kitab Publication, Delhi, 2015
- Chen Greg g et. Al (eds) (2008), budget tools: financial methods in the public sector, CQ press.
- Government of India, second administrative reforms commission, fourteenth report, strengthening financial management, systems, April 2009.
- L.kjha (1986), Economic Administration in India - Retrospect s and Prospect, New Delhi: IIPA lee Robert d. Jr., et al (eds) (2007), public budgeting systems, jones & Bartlett learning. Mahajan Sanjeev Kumar And Anupama Puri Mahajan (2014), financial administration in India, phi Learning, Delhi
- Mikesedjohn ( 2010), fisCal Administration, Cengage Learning.
- Pritchard W (2010) Taxation and State Building: Towards a Governance Focused Tax REFORM AGENDA. IDS WORKING PAPER
- R.K. Lekhi and Joginder Singh(2013), Public Finance, Kalyani Publishers, New Delhi.
- Rabin Jack, W Bartley Hildreth, Gerald J. Miller (2006) Handbook of Public Financial Management, Taylor & Francis Group.
- Sharma M.K. (2006), Financial Administration, Anmol Publications, New Delhi.
- Steppan J. Beiley (1995), public Sector Economics: Theory, Policy and Practice, London Wang Xiaohu (2010), financial management in the public Sector: Tools, Applications, and Cases, M. E. Sharpe.
- World bank (2007) Strengthening World Bank Group Engagement on Governance and Anticorruption. Washington DC



**SEMESTER - II**  
**PAPER –PA 203: SOCIAL WELFARE –ADMINISTRATION**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**COURSE OBJECTIVES**

The modern welfare state has been striving for the betterment of human life for all. The concept of Equality, Equity and Inclusiveness has reinforced this demand. Hence, the Social Welfare and its delivery from state Agencies has become almost mandatory in all democracies of the world. So the course on Social welfare is an integral part for the students of Master in Public Administration.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice. However, one compulsory questions in addition to be set under fifth unit based on entire syllabus. This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT– I Introduction**

- (a) Social Welfare Administration: Meaning, Nature, Scope and Principles
- (b) Methods of Social Administration: Community- Organisation, Scope, Principles & Task of Social Welfare Administration;
- (c) Social Control: Meaning, Need, & Purpose
- (d) Social Security and Social Development and Social Justice

**UNIT– II Social Welfare Administration**

- (a) Social Welfare Administration in India: Center, State and Local Level
- (b) Ministry of Women and Child Development, Social Justice and Empowerment
- (c) Central Social Welfare Board – Composition, Functions and Status;
- (d) Directorate of Social Welfare Organisation & Functions
- (e) Social Welfare Department with special reference to Haryana State.

**UNIT– III Evaluation Of Social Welfare In India**

- (a) Social Welfare in India: Constitutional Provisions for welfare of SCs/STs & other Backward Classes;
- (b) National Commission for SCs and STs – Programmes for the Development of SCs & STs and Women;
- (c) Social Legislation in India: Organisation, Nature, Types & various of the way of social legislation.

**UNIT– IV Bureaucracy And Social Welfare Administration**

- (a) Creation of Special Cadre for Social Welfare Personnel; their Training needs and conditions of service
- (b) Social Legislations in India: Marriage Act, Divorce Acts, The sexual Harassment of Women at Workplaces
- (c) Protection of Women from Domestic Violence Act – 2005
- (d) Social Planning and Five Year Plans.

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- C.P. Barthwal (Ed.), Social Justice in India, Bharat Book Centre, 17, Ashok Marg, Lucknow, 1998.
- Davis C. March: An Introduction to Social Administration, Routledge and Kegan Paul, London, 1965.
- P.D.Kulkarni: Centre Social Welfare Board, New Delhi: Asia Publishing House, 1961.
- V. Jaganadhan: Social Welfare Organisation, New Delhi, IIPA 1966.
- D.K.Mishra: social Administration (Hindi) Jaipur: College Book Depot, Tripolia Bazar, 1990.
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- S.L.Goel and R.K.Jain: Social Welfare Adminsitration, vol. I, New Delhi: Deep & Deep, 1988.
- T.N.Chaturvedi and S.K. Chandra: Social Administration Development and Change, New Delhi, IIPA 1980.
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**SEMESTER-II**  
**PA204: RESEARCH METHODS IN PUBLIC ADMINISTRATION**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**Course Objectives**

Research in common parlance refers to the search for knowledge. We can define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. Research Methods for Social Science explains different research methods used today for conducting research in particular with public administration, governance and public policy. This course is intended as a sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriate tools and techniques for problem solving.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice. However, one compulsory question in addition to be set under fifth unit based on entire syllabus. This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT-I: Introduction**

- a) Social Science Research: Conceptual Dimensions
- b) Types of Social Science Research
- c) Research Process

**UNIT-II: Tools and Methods**

- a) Identification and Formulation of Research Questions and Hypotheses
- b) Research Designs: Qualitative and Quantitative
- c) Sampling Methods and Techniques

**UNIT-III: Methods And Techniques Of Data Collection & Its Organization**

- a) Methods of Data Collection: Documents
- b) Observation Method
- c) Questionnaire and Interview methods
- d) Case Study Method
- e) Coding, Tabulation and Scaling Techniques

**UNIT-IV: Data Analysis Research Writing**

- a) Statistical Methods: Meaning, Significance and Basic Techniques like Central tendencies and Measures of Dispersion
- b) SPSS Based Statistical Analysis
- c) Writing a Research Paper / Research Report: Contents and Guidelines
- d) Writing Notes and References
- e) Research Ethics in Public Administration

**SELECT READINGS:**

- Bajpai, S.R.: Methods of Social Survey & Research (Hindi & English), Kanpur, Kitab Mahal.
- Brent Edward E., Jr. Ronal E. Anderson (1990), Computer Applications in the Social Sciences, McGraw Hill
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- McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management Quantitative and Qualitative Approaches, M. E. Sharpe
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- Young, Pauline V. (1970) Scientific Social Survey & Research, New Delhi, Printice Hall of India

**SEMESTER-II**  
**PA205: PUBLIC POLICY: CONCEPTS AND MODELS**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**Course Objectives**

Public policy making is not merely a technical function of government; rather it is a complex interactive process influenced by the diverse nature of socio-political and other environmental forces. Public policies in the developing countries possess certain peculiarities of their own by virtue of being influenced by an unstable socio-political environment, and face various problems and challenges. This course outline of concepts and models provide useful guidance and helps the students to undertake a comprehensive investigation for the suitable models to analyze our policy making process.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I: Concepts**

- a) Public Policy
- b) Institutionalism
- c) Policy as a Political Activity
- d) Public Choice
- e) Strategic Planning

**UNIT-II: Models-I**

- a) Vilfredo Pareto: Optimality and Improvements
- b) John Rawls: A Theory of Justice
- c) Almond Gabriel: Interest Aggregation and Articulation

**UNIT-III: Models-II**

- a) Harold Lasswell: Policy Sciences
- b) Yehezkel Dror: Mega Policy and Meta Policy
- c) Charles Lindblom: Incrementalism

**UNIT-IV: Models-III**

- a) William Niskanen: Budget Maximizing Model
- b) Elinor Ostrom: Institutional Rational Choice
- c) Amartya Sen: Development as Freedom

**SELECT READINGS:**

- Anderson J.E., (2006) Public Policy Making: An Introduction, Boston, Houghton
- Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, New York: University of Pittsburgh Press.
- Bardach, Eugene (1977), The implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT.

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- McCool Daniel C (1995) *Public Policy Theories, Models And Concepts: An Anthology*, NJ: Prentice Hall.

## **SEMESTER-III**

### **PA301: PUBLIC ADMINISTRATION IN INDIA**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

#### **Course Objectives**

This paper attempts to familiarize the students of Public Administration with the basic features of Indian Constitution, particularly those having relevance for the administrative set up in India. It also covers the administrative set up and structure at central level in addition to critical areas like centre-state relations, Ayoge, National Commission for SC, ST OBC etc. and Niti Ayoge.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice. However, one compulsory question in addition to be set under fifth unit based on entire syllabus. This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

#### **UNIT-I: Historical Background And Constitutional Context**

- a) Evolution
- b) Constitutional Context: Parliament, Executive and Judiciary- Structures, functions and work processes
- c) Salient Features

#### **UNIT-II: Union Executive**

- a) President
- b) Prime Minister and Council of Ministers –Cabinet and Cabinet Committees
- c) Cabinet Secretariat & Prime Minister Office
- d) Central Secretariat
- e) Ministry of Home Affairs

#### **UNIT-III: System Of Government**

- a) Federal and Unitary Features in constitutional context
- b) Union-States Relations and Trends in Centre-State Relations
- c) Union Government and Law Order Administration-National Police Commission, Central Police and Paramilitary Forces including NIA
- d) Inter-States Relations- Issues and Resolution Mechanism

#### **UNIT-IV: Constitutional, Statutory And Non-Statutory Authorities**

- a) Election Commission of India
- b) National Human Rights Commission
- c) National Commissions for- Scheduled Castes, Scheduled Tribes, Backward Classes, Minorities, Women and Children
- d) Niti Ayog and National Development Council

#### **SELECT READINGS:**

- Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi
- Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra

- Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi
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**SEMESTER-III**  
**PA 302: ADMINISTRATIVE THINKERS-II**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**COURSE OBJECTIVES**

This course is an extension of the first semester course to discuss the behaviouralism, organizational humanism, and to make the student of Public Administration aware of the behaviour of human beings in an organization. After completion of this course, students are in a position to comprehend the basic tenets and development of administrative theory.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice. However, one compulsory question in addition to be set under fifth unit based on entire syllabus. This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT I: Administrative Ecology and Behaviourism**

- a) Ecology of Public Administration
- b) Structural – Functional Approach
- c) Theory of Prismatic Society
- d) Development Models
- e) Herbert Simon. Behaviouralism and Decision Making

**Unit II: People in Organization: Motivational Concept Theories – I**

- a) Abraham Maslow: Needs Hierarchy
- b) Victor Vroom: Expectancy Theory of Motivation
- c) Douglas McGregor: Theory X and Theory Y

**UNIT III: People in Organization: Motivational Concept Theories - II**

- a) Frederick Herzberg: Hygiene and Motivation Factors
- b) Chris Argyris: Integrating the Individual and the Organization
- c) Rensis Likert: Systems Management

**UNIT IV: Organizational Behaviour:**

- a) Organizational Behaviour: Concept and Rationale
- b) Organizational Change: Concept Forces, Stages, Resistance to Change
- c) Organizational Effectiveness: Concept and Approaches, Factor Affecting Organisation Efficiency
- d) Organizational Development: Concept Need Limitation, Assumption and Steps in Organization.

## **SELECT REFERENCES:**

- Argyris, Chris (1957), *Personality and Organization*, Harper, New York
- Donald Menzel et.al (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. M. E. Sharpe.
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- Herbert A. Simon (1965), *Administrative Behavior: A Study of Decision-making Process in Administrative Organizations*, Free Press, New York.
- Janet V. Denhardt and Robert B. Denhardt (2007), *The New Public Service, Serving, Not Steering*, M.E.Sharpe, New York
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- Warren Bennis (2005), *Reinventing Leadership: Strategies to Empower the Organization*, HarperBusiness, NY
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- Steven Mcshane and Mary von Glinow Organisation Behaviour (New York: McGraw Hill, 5th ed., 2009)

**SEMESTER - III**  
**PAPER –PA 303: PUBLIC SECTOR MANAGEMENT**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**COURSE OBJECTIVES:**

Public Sectors were incepted to achieve desired socio-economic objectives of the workers and society. This course gives an overview of structure and functioning of public Enterprises in India. It also enhances the understanding of the students regarding role played by Public Enterprises in developmental process

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT- I      Introduction**

- a) Public Enterprises Meaning, Nature and Types
- b) Growth and Environment of Public Enterprises.
- c) Rationale and Objectives. Government's Policy Towards Public Enterprises.

**UNIT-II      Structure Of Public Enterprises**

- (a) Role of Public Sector in India
- (b) Forms of Organization
- (c) Public Corporation; Public Company; Department- Forms, Types and Structure.
- (d) The Board of Directors – its Constitution and Functions.

**UNIT-III      Personal Policies Of Public Enterprises**

- a) Industrial Relations and Worker's Participation in Management.
- b) Personnel Management-Recruitment and Training. Performance Evaluation
- c) Privatisation of Public Enterprises;
- d) Performance Appraisal: Meaning, Methods, Techniques.

**UNIT-IV      Issues**

- a) Stress Management: Meaning, Features, Types & Causes;
- b) Corporate Governance Act – 2013
- c) Business Ethics and Corporate Responsibility;
- d) Public Enterprises: Meaning, Features, Types & Causes;
- e) Time Management- Features, Causes & Techniques of Public Enterprises;

**REFERENCES**

- R. K. Singla: Business Management, V.K. Global Publications Pvt. Ltd., 4323/3 Ansari Road, Darya Ganj, New Delhi-110002
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- C. B. Mamoria & S. V. Gankar: Human Resource Management, Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.( Branch Office: Pooja Appartments', 4-B, Murari Lal Street, Ansari Road, Darya Ganj, New Delhi-110002
- V.V. Ramanadhan (ed.), Public Enterprises and Developing World, London: Groom Helm, 1984.
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- Prahlad Kumar Basu: Public Enterprises: Policy Performance and Professionalism, New Delhi, Allied 1982.

**SEMESTER - III**  
**PAPER –PA 304: STATE AND LOCAL GOVERNANCE**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**COURSE OBJECTIVES:**

Decentralization is a widely used concept and its closely linked with democracy, development and good governance. This course will analyse the complexities of local governance in contemporary India. This course will help the students to have comparative look on working of state and local government.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I Introduction**

- (a) State Administration in India; Importance, General background, Constitutional Structure & State Machinery
- (b) The Office of the Governor: Appointment, Powers & Functions
- (c) Chief Minister: Powers, Functions, Position
- (d) Council of Ministers at State level

**UNIT-II Organization Structure Of State**

- (a) Organisation and Working of the State Secretariat and Departments of Education,
- (b) Organisation and Working of the Home and Finance in Your State;
- (c) Organisation and Working of the Chief Secretary: Role, Powers & Functions.
- (d) Special Agencies of State Government: Board of Revenue, Financial Commissioners.

**UNIT-III Organisation Of District Administration**

- (a) Divisional Commissioner- Role, Powers & Functions;
- (b) Deputy Commissioner- Role in District Development Administration;
- (c) Police Administration: Role, Powers & Functions;
- (d) District Planning Committee: Powers & Functions;

**UNIT-IV Other Issues Areas**

- (a) State Public Service Commission: Composition, Powers & Functions;
- (b) Urban Management: Problems of Growing Cities, Planning of Smart Cities,
- (c) Directorate of Urban Local Bodies: Structure, Powers & Functions;
- (d) State control over Panchayati Raj Institutions: Powers & Functions;
- (e) State Finance Commission; Organisation and working of Directorate of Panchayati Raj.

## **REFERENCES**

- Ziauddinkhan & Others: State Administration in Rajasthan, Asha Publishing House, Jaipur : 1973.
- Mohan Mukherjee: Administrative Innovations in Rajasthan, Associated Publishing House, 1982
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- Khandelwal, R.M.: State-Level Plan Administration in India, Jaipur, RBSA Publishers, 1985
- R.Jones. Urban Politics in India: Area, Power and Policy in a Penetrated System. Univ of California Press, 1974; also D.B Rosenthal, The Limited Elite: Politics and Government in Indian Cities, Univ of Chicago Press, 1970.
- United Kingdom. The Ripon Resolution (1882) quoted in the Report of the Indian Statutory Commission. 1930. Vol. 1. London.
- S.S. Khera, District Administration in India, Asia Publishing House December 1964.
- Leadership matters at the grassroots - a report on the field visit to Punsari gram panchayat, Sabarkantha district, in Inclusion, Special Supplement, July - Sep, Vol 4, Issue 3, 2013.
- Thirteenth Finance Commission on Urban Governance and Service Delivery: Some Neglected Recommendations, Nagarlok, Vol. XLV, Jan-Mar 2013, No. 1.
- Mohd Hamid Ansari, Vice President of India released it at IIP A, Delhi on 30 October 2013 (2013) Tanchayats and Rural Development in India: Changing Role', New Delhi, Indian Institute of Public Administration.
- (2011) Proceedings of Fifty Fifth Annual Conference of Members of the IIPA on Role of Panchayat Bodies in Rural Development since 1959 held on 22 October 2011 at IIPA, New Delhi, Indian Institute of Public Administration.
- Mohit Bhattacharya. Role of Municipal Councilor in Urban Development', Nagarlok. July-September 1982

### **SEMESTER - III**

#### **PAPER –PA 305: PROJECT AND VIVA**

Mamimum Marks 100 (4 Credit)

**SEMESTER-IV**  
**PA401: ACCOUNTABILITY, REFORMS and INNOVATIONS in**  
**ADMINISTRATION**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**Course Objectives**

The paper will familiarize the students with new frontiers and Emerging Areas in the discipline of Public Administration i.e. Public Private Partnership, Right to Service, Social Audit, Corporate Social Responsibility and Citizen Administration Interface. The paper will focus on the Accountability Reforms and Innovation in Administration.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT-I: Introduction And Accountability**

- a) Value Premises of Administration
- b) Accountability and Control Mechanism
- c) Integrity and Prevention of Corruption Issues
- d) Responsiveness in administration

**UNIT-II: Reforms**

- a) Administrative Reforms Initiatives
- b) Good Governance and Citizen Centric Governance
- c) Transparency and Right to Information
- d) Citizen Charters

**UNIT-III Reforms And Institutions**

- a) Regulatory Authorities
- b) Lok Pal and Lok Ayuktas
- c) Grievance Redressal Mechanism

**UNIT-IV: Some Innovations**

- a) Citizens Administration Interface
- b) Right to Service
- c) Social Audit
- d) Public Private Partnership
- e) Corporate Social Responsibility

**SELECT READINGS:**

- Anttiroikoet.al Eds. (2011) Innovations in Public Governance, IOS Press
- Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi
- Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra
- Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi



- Bevir Mark ed. (2010) The Sage Handbook of Governance, Thousand Oaks CA: Sage Publications
- Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas
- Government of India (2005) Second Administrative Reform Commission Reports (1-15), Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi
- Granville, Austin (1999) The Indian Constitution-Cornerstone of Nation, OUP: New Delhi
- Government of India (2005-2014) Second Administrative Reforms Commission Reports (1-15)Min
- Jain R.B.(1976) Contemporary Issues in Indian Administration, Delhi: Vishal
- Kashyap, Subash C. (2010) Indian Constitution: Conflicts and Controversies, Vitasta
- Maheshwari, S.R.(2004) Indian Administration, Orient Blackswan : Delhi

**SEMESTER IV**  
**PA402: RURAL AND URBAN GOVERNANCE**

Maximum Marks 80 (4 Credit)

**TIME 3 Hours**

**Course Objectives**

The main objectives of this course is to sensitize students to major issues and challenges in the rural and urban sector and to provide opportunity to systematically study these issues in the field.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT-I: Introduction**

- a) Panchayati Raj in India: Evolution and Growth since independence
- b) 73<sup>rd</sup> Constitutional (Amendment) Act.1992
- c) E-Panchayats
- d) Panchayati Raj in Haryana

**UNIT-II: Programmes And Issues**

- a) Rural Development: Perspectives
- b) Rural Development Programmes: IRDP, SGSY, MNREGA and NRLM etc.
- c) Rural Credit
- d) Village Administration

**UNIT-III: Urban Governance**

- a) Urbanization Trends and Challenges
- b) Urban Local Bodies- Forms and Functions
- c) Metropolitan Governance
- d) Municipal Finance

**UNIT-IV: Programmes, Services & Trends**

- a) Urban Development Programmes
- b) Urban Services (Water supply, Drainage, Sewerage and Sanitation)
- c) Urban Housing
- d) Emerging Issues and Challenges

**SELECT READINGS:**

- Aziz Abdul (ed.), (1996), *Decentralised Governance in Asian Countries*, Sage, New Delhi.
- Baud, Isa S A, J De Wit (2009), *New Forms of Urban Governance in India: Shifts, Models, Networks and Contestations*, Sage Publications.
- Burns, Danny et. al. (1994), *The Politics of Decentralization: Revitalizing Local Democracy*, Macmillan, London.
- Chaturvedi T.N. and Abhijit Datta (1984), *Local Governance*, IIPA, New Delhi.
- Maheshwari, SR (2003), *Local Government in India*, Lakshmi Narain Aggarwal, Agra.
- Oakley Peter (1991), *Projects with People: The Practice of Participation in Rural Development*, ILO, Geneva.
- Pierre, Jon (2011), *The Politics of Urban Governance: Rethinking the Local State*, Palgrave, MacMillan.
- Prasad, RN (2007), *Urban Local Self-Government in India, With reference to North-Eastern States*, Mittal Pub.
- Sivaramakrishana, KC, et. al. (1993), *Urbanisation in India: Basic Services and Peoples' Participation*, ISS, New Delhi.
- Sengupta, Chandan and Stuart, Corbridge (eds) (2010), *Democracy, Development and Decentralisation in India*, routledge, New Delhi.
- Bardhan, P & D Moorkherjee eds. (2007), *Decentralization and Local Governance in Developing Countries: A comparative perspective*, oxfords university press, New Delhi.
- Fraser, Thomas G. (2013), *India's Rural Transformation and Development: Issues, Processes and Direction*, Suryodaya Books, New Delhi.
- Kartar Singh (2008), *Rural Development, Principles, Policies and Management*, Sage, New Delhi.
- Kumar, Girish (2006), *Local Democracy in India: Interpreting Decentralization*, Sage, New Delhi.
- Nawani, N P (2006), *District Administration: Theory and Practice*, Publications Division, Ministry of I & B, New Delhi.
- Palanithurai, G and R Ramesh (2011), *Globalization and Rural Development*, Jain books, New Delhi.
- Planning Commission Government of India (2013), *Twelfth Five Year plan (2012-17) especially Volume II, Chapter 17: Rural Development*, Sage Pub., Delhi.
- Shah, Mihir, Neelakshi Mann and Varad Pande (eds) (2012), *MGNREGA Sameeksha*, Orient Black Swan, New Delhi.
- Sharma, Vipin (ed.) (2013), *State of India's Livelihoods Reports 2012*, Sager, New Delhi.
- Tankha, Ajay (2012), *Banking on Self-Help Groups: Twenty Years On*, Sage, New Delhi.

**SEMESTER - IV**  
**PAPER-PA 403: COMPARATIVE PUBLIC ADMINISTRATION**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**COURSE OBJECTIVE**

Comparative Public Administration is the youngest discipline among the family of social sciences. As an academic discipline, it came into existence in the post Second-World War period. The comparative study of administrative system has grown up with the comparative study of cross-cultural and cross-national settings. This course presents a comparative outlook of performance of government, bureaucracy and institutions of developed and developing countries.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examinees have to attempt five questions in all.

**UNIT – I: Introduction**

- (a) Nature, Scope, Characteristics and Importance of Comparative Public Administration
- (b) Evolution of Comparative Public Administration
- (c) International Comparative Public Administration
- (d) Critique of Comparative Public Administration

**UNIT – II Approaches**

- (a) Bureaucratic Approach
- (b) General Systems Approach
- (c) Decision Making Approach
- (d) Ecological Approach

**UNIT – III cpa: contribution of F.W. Riggs**

- (a) Structural Functional Approach
- (b) Theory of Prismatic Society
- (c) Development Models
- (d) Riggs views on Development Models

**UNIT – IV Developing Administrative System In India**

- (a) Developing Administrative System – India
- (b) Developing Administrative System – USA
- (c) Developing Administrative System – UK
- (d) Modern Administrative System – Japan

## REFERENCES:

- Ali Farazmand, (2001) Handbook of Comparative and Development Public Administration, Marcel Dekker, NY.
- Esman, Milton J. (1970). CA Gand the study of public administration. In F.W.Riggs (Ed.), The frontiers of development administration (pp.41-71). Durham, North Carolina: Duke University Press.
- Heady, F (1996). Public administration: A comparative perspective (5thed.). New York: Marcel Dekker. Heaphey, J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3),242-249.
- Montgomery, J. (1966). Approaches to development politics, administration and change, New York: McGraw Hill.
- Pai Panandikar, V.A. (1964). Development administration: An approach. Indian Journal of PublicAdministration,10(1),34-44. Raphaeli, N.(1967). Readings in comparative public administration, Boston, Massachusetts: Ally and Bacon.
- Riggs, F.W. (1970). The ecology of administration. Bloomington: Indiana University.
- Riggs, F.W. (1956). Public administration: An elected factor in economic development. Annal so the American Academy of Political and Social Sciences, No.305,Agrarian Societies in Transition (May1956),70-80.
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- W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Carolina: Duke University Press.
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- Weidner, W .E. (1970a). (Ed.), Development administration in Asia, Durham, North Carolina: Duke
- F. W. Riggs: Administration in Developing Countries - The Theory of Prismatic Society, Houghton Mifflin Co. Boston 1964.
- F. Heady and Stokes: Papers in Comparative Public Administration, Institute of Public Administration, University of Michigan USA., 1964
- Arora, R.K. and Sharma, Sangeeta, Comparative and Development Administration, Ideas and Actions (ed.) Jaipur, Arihand Centre for Administrative Change, 1992
- Chaturvedi, T.N., Tulntmak Lok Prashashan, Jaipur, College Book Depot, 1994.
- Kataria Surender, Tulnatmak Lok Prashasha, Jaipur: RBSA Publishers, 2001
- Rowat, Donald E., Public Admn in Developed Democracies, Donal Marcel Dekker, Inc. New York, 2004
- Ridly, F.F., Govt. and Admn, in Western Europe, Martin, Co. Ltd., Oxford.

**SEMESTER-IV**  
**PA404: E-GOVERNANCE**

Maximum Marks 80 (4 Credit  
**TIME 3 Hours**

**Course Objectives**

E-Governance is a new concept and implies ungrading of the efficiency and effectiveness of the administrative machinery through the combination of ICT to deliver better, cost effective and speedy services to the citizen. Transition of electronic delivery of services in government not only involve changes to the systems, procedures and processes of relevant services but also affects the way in which the public and business community deals with the government. The aim of this course is to introduce the major discourses on e-governance for better understanding of students.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I: Introduction**

- a) E-Governance-Meaning, Definitions, Scope and Importance
- b) Evolution of e-Governance
- c) Models of e-governance (General Information Dissemination, Critical Information Dissemination, Advocacy and Interactive Models)

**UNIT-III NEGP And Applications**

- a) National e-Governance Plan
- b) e-Governance in Urban Administration
- c) e-Governance in Rural Development

**UNIT-III: Cases**

- a) Electronic Citizen Services: A Comparative Outlook
- b) E-Literacy: Akshaya in Kerala
- c) Digitalization of Land Records: Haryana
- d) e-Disha

**UNIT-IV: Issues**

- a) e-Readiness
- b) e-Governance Critical Factors
- c) Digital Divide
- d) E-Governance: Issues and Challenges

**SELECT READINGS:**

- Bellamy, Christine and John, A., Taylor (1998), Governing in the Information Age, Buckingham Open University Press
- Bhatnagar, S.C. (2004) E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi

- Bhatnagar S.C. (2009), Unlocking E-Government Potential: Concepts, cases and practical insights, Sage Publications, New Delhi
- Bouwman, Harry, and et. al., (2005), Information and Communication Technology in Organization, Sage Publications, London
- Heeks, R., (2006), Implementing and Managing e-Government: An international text, Sage
- Marchionini, G., (1965), Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge, USA
- Michael E., Milakovich, (2012), digital governance – New Technologies for improving Public Service an Participation, Rutledge, Taylor and Francis group, New York.
- Pardhasaradhi, Y. (et.al.) (2009), E-Governance and Indian Society; An Impact of Study, Kanishka, New Delhi.
- Satyanarayana, J., (2004), E-Government: The Science of the possible, PHI Learning Pvt. Ltd., New Delhi.

**SEMESTER IV**  
**PAPER –PA 405 (i): ADMINISTRATION OF NON-GOVERNMENT**  
**ORGANISATION (A)**

Maximum Marks 80 (4 Credit  
TIME 3 Hours

**COURSE OBJECTIVES**

This course is designed to prepare future NGO and Public Administrators to understand the theoretical conceptualization of the NGO and the NGO Sector in the framework of a developing economy and society. At the end of the course the student will have an understanding of the commonly adopted organizational forms and governance structures pertaining to NGOs; issues of governance, capacity building and accountability; funding sources, making grant applications and project proposals; and also gain an understanding of the NGO Government interface and its impact on the working of NGOs.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I Introduction**

- a) Voluntary Organisations – Concept, Need, Types, Roles and Functions;
- b) Voluntary Agency Trends in India;
- c) Organisational Structure of Voluntary Organisations;
- d) Welfare Schemes and Voluntary Organisations.

**UNIT-II Management Of NGO'S**

- a) Non- Governmental Organisation: Meaning, Structure & Functions;
- b) Voluntary Organisations and Mobilisation of Local Resources;
- c) Management Accounting,
- d) Legal and Policy Environment Including Registration & Statutory Returns,

**UNIT-III Approaches Of Voluntary Agencies**

- a) Human Resource Management.
- b) Project Management,
- c) Project Cycle Approach,
- d) Logical Framework Analysis.

**UNIT-IV Other Issues**

- a) Voluntary Organisations and CAPART- Working & Functions;
- b) Project Appraisal, Monitoring and Evaluation.
- c) Audit, Accountability and Control.

**REFERENCES**

1. D.Paul.Chaudhary: Profile of Social Welfare and Development in India, M.N.Publishers & Distributors, New Delhi, 1985.
2. Mathivaanan: Voluntary Agencies and Social Change, Menas Publications, New Delhi, 1991.



3. Stephan, Hatch, Outside the State: Voluntary Organisations in Three English Towns, Croomhelm, London, 1980.
4. Avasthi and Maheshwari, Public Administration, Laxmi Narain Aggarwal, Agra, 1988.
5. Narman, Johnson: Voluntary Social Services, Basil Blackwell and Mortin Robertson Oxford, 1981.
6. Usha, Kapoor, Women Welfare: A Study of Voluntary Agencies, Indus Publishing Company, New Delhi, 1995.
7. P.D.Kulkarni, (ed.), Voluntary Action: Myth and Reality, NIPCCD, New Delhi, 1991.
8. R.B.Jain, (ed.), N.G.Os in Development Perspective, Vikas Publishing House, New Delhi, 1995.
9. E.A.Naryana, Voluntary Organisations and Rural Development in India, Uppal Publishing House, New Delhi, 1990.
10. IIPA: Special Issue, Vol.33, No.3, July – September, 1987.

**SEMESTER-IV**  
**PA405(ii) : DEVELOPMENT ADMINISTRATION (B)**

Maximum Marks 80 (4 Credit)  
**TIME 3 Hours**

**Course Objective**

In the fourth semester, all students exposed to the core area of Development Administration, besides being offered opportunities for pursuing individual areas of interest in the applied areas through elective courses in the next semester as well. The aim of the paper is to provide introductory knowledge and skills needed to formulate, analyze and evaluate policy considerations, besides implementation, related to various dimensions of Development Administration. The coursework covers concept and significance of Development, Sustainable Development, Gender and Development, Human Development and Inclusive Development

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

**UNIT-I: Introduction**

- a) Development and its Socio-cultural, Political and Economic Dimensions
- b) Nature, Scope and Elements of Development Administration
- c) Development and Non Development Dichotomy
- d) Goals and Challenges of Development Administration

**UNIT-II: Theory And Models**

- a) F.W. Riggs
- b) Sustainable Development
- c) Human Development
- d) Inclusive Development

**UNIT-III: Development Methods And Strategy In India**

- a) Mixed Economy Approach
- b) Economic Planning and Development- Institutions and Process in Historical Perspective
- c) Niti Ayog and National Development Council
- d) Decentralized Planning

**UNIT-IV: Other Issues And Non-National Agencies**

- a) Gender and Development
- b) NGOs and Development
- c) Globalization and Development (PPP Model)
- d) United Nation and other International Agencies in Development

**Select Readings:**

- Ali Farazmand, (2001), Handbook of Comparative and Development Public Administration, Marcel Dekker, New York.
- Montgomery, J. (1966), Approaches to development politics, administration and change, New York, McGraw Hill.

- Pai Panandikar, V.A., (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.
- Riggs F.W. Ed. (19)The Frontiers of Development Administration, Durham, North Carolina: Duke University Press.
- Riggs, F.W. (1970), The Ecology of administration, Bloomington: Indiana University.
- Riggs, F.W. (1956), Public Administration: A neglected factor in economic development. Annals of the American Academy of Political and Social Sciences, No.305, Agarian Societies in Transition (May 1956), 70-80.
- Swerdlow, L. (1963), Ed.), Development Administration: Concepts and Problems, Syracuse, New York: Syracuse university Press.
- W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Caroline: Duke University Press.

## **SEMESTER IV**

### **PAPER –PA 405 (iii): INTERNATIONAL ADMINISTRATION (C)**

Mamimum Marks 80 (4 Credit

**TIME 3 Hours**

#### **COURSE OBJECTIVES**

We are passing through the era of globalization. Whole of the world has become a global village. In this context, it becomes essential to understand the international governance in India to promote interaction among different nations. Therefore, the course on international Administration is offered to the students of public administration to promote the intellectual understanding in the said field.

**Note:** The Paper setter shall set 8 questions from all four units of the syllabus giving internal choice, However, one compulsory questions in addition to be set under fifth unit based on entire syllabus, This compulsory question would comprise of four questions, Four marks each. The examines have to attempt five questions in all.

#### **UNIT-I Introduction**

- a) International Organisation – Nature, Scope, Growth and Development
- b) International Law: Origin, Nature, Basis & Sources and Codification-
- c) International Law: Relationship and between International Law & Municipal Law; Subject of International Law.

#### **UNIT-II United Nations Organisation**

- (a) United Nations Organisation: Background, Purposes, Organisation, Functions and Activities;
- (b) Charter Purposes and Principles of UNO
- (c) Role of the Special Agencies of the United Nations Organisation (UNO);
- (d) United Nations Organisation and Socio- Economic Development.

#### **UNIT-III International Administration:**

- (a) International Administration: State Territory and Jurisdiction Air & Sea,
- (b) Acquiring & Losing of State Territory –
- (c) Law of Sea and Laws of outer space,
- (d) Protection of Environment.

#### **UNIT-IV International Organisation And Global Political Problems:**

- (a) Pacific Settlement of Disputes,
- (b) Means of Settlement of Disputes,
- (c) Laws of War- Land, Aerial and Maritime,
- (d) Promotion of International Cooperation and Non-Political Agencies,

## REFERENCES

- Goodspeed, Stephens: The Nature and Function of International Organisation, New York, Oxford University Press, 1971.
- Goodrich, M.L. and Hampro: Charter of the United Nations, Contemporary and Documents, Columbia University Press, 1971.
- Scott, George: The Rise and Fall of the League of Nations, Hutchinson of London, 1973.
- Everyman's United Nations (1945-65): 8<sup>th</sup> Ed. (United Nations, New York, 1968).
- Luard, Evan: The United Nations: How It and what it Does, Macmillan 1979.
- Lan Hurd, International Organizations: Politics, law and Practice, Cambridge University Press, Cambridge CB2 8RU, U.K. 2015
- Michal Deriese, Richard Woodward, International Organization A Comparison,
- Nigel D. White, The law of International Organization, (Second Edition) Juris Publishing, Manchester University Press Oxford Road, Manchester M13 9NR, UK 2005
- C.F. Amerasinghe, Principles of Institutional Law of International Organization, Cambridge University Press, The Edinburgh Building, Cambridge CB2 2RU, U.K.
- Joseph, E. Schwartzberg, Transforming the United Nations System: Designs for a Workable World, United Nations University Press, USA, 2013

**SEMESTER II**  
**INDIAN CONSTITUTION, SOCIAL JUSTICE AND ADMINISTRATION**  
**(OPTIONAL ELECTIVE SOCIAL SCIENCES PAPER ) (OESS)**

**MM : 50**  
**TIME 2 Hours**

**COURSE OBJECTIVE**

The constitution of India defines the basic objectives and functioning of the government. It has provisions for bringing about social change and defining the relationship between individual citizen and the state. It lays out certain ideals that form the basis of the kind of country that we as a citizens aspire to live in. An in-depth analysis of various basic areas of constitution is the main objective of this inter disciplinary course. This helps the students to strengthen their understanding of Indian constitution and functioning of government.

**Note:-** Attempt any four questions out of the eight questions. All questions carry equal marks.

**UNIT - I : Indian Constitution:**

- a) Nature of the Constitution salient features – Preamble
- b) Fundamental Rights, Directive Principles – Fundamental Duties
- c) Amendments of the Constitution: Procedure for Amendment – Emergency Provisions

**UNIT - II: Centre – State Relations and Local Self Government**

- a) Distinctive features of Indian Federation
- b) Legislative, Administrative and Financial relations between the Union and the States
- c) Decentralization Experiments in India – 73<sup>rd</sup> and 74<sup>th</sup> Amendments and their implementation

**UNIT - III: State Government and Social Welfare Administration**

- a) Governor, Chief Minister and Council of Ministers
- b) Changing Nature of District Administration and the role of District Collector
- c) Reservations for SC,ST and Backward classes

**UNIT IV: Accountability & Control**

- a) Legislative and Executive Control
- b) Judicial Control and Judicial Review
- c) Right to Information Act
- d) National SC and ST Commission; Women's Commission

**SELECT REFERENCES:**

- Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
- Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- Fadia and Fadia, Indian Administration (2002), Sahitya Bhavan Publications, Agra.
- Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
- Maheshwari, S.R. (2001) Indian Administration, Orient Blackswan, Hyderabad
- Pylee, M.V. (2009), An Introduction to the Constitution of India, Vikas, New Delhi.

- Ramesh K. Arora and Rajni Goyal (2000), India Public Administration, Vishwa Parkashan, New Delhi.
- Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
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- The Constitution of India, Government of India, 2009.
- Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

**SEMESTER – III**  
**CIVIL SERVICES IN INDIA**  
**(OPTIONAL ELECTIVE SOCIAL SCIENCES PAPER ) (OESS)**

**MM : 50**  
**TIME 2 Hours**

**COURSE OBJECTIVE**

The term ‘civil services’ covers the large number of permanent officials required to run the machinery of government. The core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. Ministers lay down the policy and it is for the civil servants to carry out this policy. The interdisciplinary course aims to present an overview of the structure, trends and issues related to the civil services in India.

**Note:-** Attempt any four questions out of the eight questions. All questions carry equal marks.

**UNIT – I: Civil Services: Concept and Evolution**

- a) Concept, Significance and Evolution of Civil Services.
- b) Classification of Civil services (All India Services, Central Services, State Services and Local Services)
- c) Union Public Service Commission and other Service Commissions

**UNIT – II: Bureaucracy**

- a) Concept of Bureaucracy – Historical Evolution
- b) Civil Service: Neutrality and Commitment
- c) Relationship between Politicians and Civil Servants

**UNIT – III: Public Personnel Administration**

- a) Recruitment: Methods and significance
- b) Training of Public Servants in India – Promotion System in India
- c) Disciplinary Procedure for Civil Servants

**UNIT – IV: Civil Services – Citizenry Interface**

- a) Civil Society and Administration
- b) Technology and Changing Nature of Public Services
- c) Ethics and Accountability
- d) Civil Service Reforms – IInd ARC Recommendations
- e) Civil Services in the context of Globalization

**REFERENCES:**

- Armstrong, Michael (2009), A Handbook of Human Resource Management Practice, Kogan Page, London.
- Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi.
- Farazmand, Ali (1994), Hand of Bureaucracy, Taylor & Francis, New York.
- Flippo Edwin B., (1976), Principles of Personnel Management, McGraw Hill
- Goel, S.L. & Rajneesh, Shalini (2003), Public Personnel Administration, Deep & Deep, New Delhi.



- Government of India, Second ARC, Tenth Report on 'Refurbishing of Personnel Administration.
- Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, New York.
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- Shafritz Jay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
- Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
- Tead, Ordway (1920), Personnel Administration, University of California Libraries.