Department of Public Administration
Kurukshetra University Kurukshetra
Rectified Syllabus, Courses of Reading and Scheme of Examinations of M.A.- Public Administration Programme

(Under CBCS/LOCF)
For the Regular Students of Department of Public Administration, KUK
To be introduced w.e.f. the Session 2023-24 in Phased Manner

I. About the Programme:

The M.A. Public Administration Programme is designed to impart a comprehensive and analytical understanding of Public Administration in India. The Department offers variety of challenging courses to equip students with the knowledge of the nature of Public Administration and Comparative Public Administration, Evolution, Therotical methods and approaches, with specific focus on Indian Administration and different administrative mechaniery. Other recent emerging trends and themes in Public Administration such as Comparative Public Administration , Urban and Rural Local Administration, Thought and Theories are also tought. The MA (Public Administration) Programme intend to provide students with knowledge that is applicable to a wide range of careers such as administrative work, archival work, teaching, publishing, diplomats, global charity work. The Programme also equips them to pursue higher education and research in future.

II. Programme Structure:

The M.A. Public Administration is a two years Programme comprising 20 Courses covered over a period of four semesters. The students will take Five Courses in each Semester, i.e., 20 Courses in the full Programme. Each Course will carry 100 marks out of which 20 marks shall be earmarked for Internal Assessment. The students will also have the opportunity to take at least two Courses outside the Department during their second and third semesters. The University follows a credit-based semester system of teaching and evaluation.

III. Programme Outcomes:

Programme Outcomes (PO) of Post Graduate Social Sciences Programmes/Courses in the Faculty of Social Sciences, Kurukshetra University, Kurukshetra are as under:

1. **Self-Directed Learning:** Develop the ability to work independently as well as effectively in the changing environment.

2. **Knowledge:** Demonstrate knowledge of historical emergence, questions asked, and distinctive contributions of the social science disciplines to the analysis of human behavior and social issues.

3. **Problem Solving:** Visualize, conceptualize, articulate and solve complex problems through experimentation and observation using theoretical framework of social science disciplines.

4. **Critical Thinking:** Critically analyze everyday problems faced by the society, evaluate specific policy proposals, compare arguments with different conclusions to a specific societal issue and assess the role played by assumptions in such arguments.

5. **Scientific Enquiry:** Develop the capability of defining problems, formulate hypothesis, collect relevant data, develop empirical evidence and interpret the results of such analyses.

6. **Usage of Analytical Tools:** Develop the ability to apply appropriate quantitative/qualitative techniques used in social science disciplines along with ICT, softwares etc.

7. **Specialization and Employability:** Develop deeper understanding, creativity, originality, analytical and critical skills in chosen specialized areas of social science disciplines leading to employability.

8. **Inter-disciplinary Knowledge & Adaptation:** Enhance the ability to integrate as well as synthesize the acquired knowledge within the social sciences and beyond.

9. **Ethics:** Articulate and apply ethics, values and ideals that demonstrate awareness of current societal challenges.

10. **Leadership:** Build skills to work as part of a team and lead others, setting directions and formulating inspiring vision.

11. **Communication:** Communicate conclusions, interpretations and implications clearly, concisely and effectively, both orally and in writing for different types of audiences.

12. **Project Management:** Use investigative skills necessary for conducting disciplinary-appropriate projects/ research documents/term papers etc.

IV. Programme Specific Outcomes (PSOs):

Programme Specific Outcomes (PSO) of M.A.- Public Administration (Regular) are as under:

PSO1: The M.A. Public Administration Programme not only facilitate the students in enhancing their knowledge of the specializations of their choice, but also in fostering other important attributes of a civilized human society.

PSO2: The students will acquire conceptual understanding of different processes, currents and streams of Public Administration and the significance of Administrative developments since the professionalization of the discipline and their relevance to a student's specialist area of study.

PSO3: The students will acquire comprehensive understanding of the epistemological and methodological distinctiveness of Public Administration as a discipline, and an ability to reflect on the significance of the influence of other disciplines on the development of Public Administrative method.

PSO4: The students will acquire such a critical understanding of the Administrative developments which would further enable them to assess critical and scholarly writing in Public Administration.

V. The Scheme of Examinations and Credits for M.A. Public Administration Programme (Regular):

The Scheme of Examination will be as under:

Time   :   3 Hours
Maximum Marks of a Course: 100 Marks
Theory (External)   :   80 Marks
Internal Assessment   :   20 Marks, Division of Marks as given below:
   A. Two Assignments/Seminars : 50% (For Each Course) (Out of Two Units)
   B. Two Class Tests   : 50 % (For Each Course) (Out of the Remaining Two Units)

                           (One   Period Duration

The Examination System will be based on the **CBCS (Choice Based Credit System) and LOCF (Learning Outcomes-Based Curriculum Framework)** as per UGC/University guidelines. Under the CBCS system, the students will have a choice to study two more Additional Courses specifically offered in the syllabi of Non- Public Administration Programmes of the Master's Degree for such students in 2nd and 3rd Semester. Similarly, in M.A. Public Administration Programme such two Additional Courses will be offered in the course of 2nd and 3rd Semester to the students of Non- Public Administration Programmes of Master's Degree. Under the LOCF system, the syllabus of M.A. Public Administration Programme (Regular) has been designed to attain the desired outcomes by the students under the Choice Based Credit System.

      The M.A. Examination in Public Administration (Regular) has been divided into four Semesters spread over two years. Every student has to pass 84 Credits (64 Compulsory + 16 Optional Credits and 4 Credits (2 in Semester-II and 2 in Semester-III from Additional Courses from other Department/Discipline) out of 100 Credits as necessary to earn the Degree under the New Scheme.

In each Semester, 4 Compulsory Credits and 1 Optional Credits shall be offered to the students. In addition to this, One Optional Course from Other Department/ Discipline of 2 Credits each in Semester-II and III shall also be offered to the students. However, the choice of Optional Credits is subjected to the availability of teaching faculty in the Department.

VI. Course Outcomes and Mapping Matrix:

1. Each Course of the M.A. Public Administration Programme results in four Course/Learning Outcomes (COs) which are broadly mapped or associated with POs as well as PSOs.

2. Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table: Scale of Mapping between COs and POs & COs and PSOs

Scale 1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
Scale 2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
Scale 3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

A. COs Attainment Levels for Internal Assessment:

Table given below shows the CO attainment levels for Internal Assessment assuming the set target of 60% marks:

Attainment Levels	Attainment of Course Outcomes
1 (Low level of Attainment)	60% of Students score more than 60% of marks in Assignments/Class Tests of a course
2 (Medium level of Attainment)	70% of Students score more than 55% of marks in Assignments/Class Tests of a course
3 (High level of Attainment)	80% of Students score more than 50% of marks in Assignments/Class Tests of a course

B. CO Attainment Levels for End Semester Examination (ESE):

Table given below shows the CO attainment levels for End Semester Examination assuming the set target of 60% marks.

Attainment Levels	Attainment of Course Outcomes
1 (Low level of Attainment)	60% of Students obtained letter grade of A or above (for CBCS Programme) or score more than 60% of Marks (for non-CBCS Programme) in ESE of a course
2 (Medium level of Attainment)	70% of Students obtained letter grade of A or above (for CBCS Programme) or score more than 55% of Marks (for non-CBCS Programmes) in ESE of a course
3 (High level of Attainment)	80% of Students obtained letter grade of A or above (for CBCS Programme) or score more than 50% of Marks (for non-CBCS Programmes) in ESE of a course

VII. The Programme Courses Details Semester-wise:

Course No.	Name of the Subject/Paper	No. of Credit	Teaching Scheme (Hrs/Week)			Examination Scheme (Marks)			Duration of Exam/ Time
			L	T	P	External Marks	Internal Marks	Max. Marks	
M.A. Public Administration Semester-I									
MPA (C) 101	Public Administration: An Introduction	4	3	1	-	80	20	100	3 hrs
MPA (C) 102	Administrative Thinkers – I	4	3	1	-	80	20	100	3 hrs
MPA (C) 103	Urban Local Governent in India, Britain, USA & France	4	3	1	-	80	20	100	3 hrs
MPA (C) 104	Introduction to Public Policy	4	3	1	-	80	20	100	3 hrs
One paper to be chosen from any of the following (from the corresponding option has to be taken in Semester-I)									
MPA (E) 105-I	Indian Constitution	4	3	1	-	80	20	100	3 hrs
MPA (E) 105-II	Administrative Law	4	3	1	-	80	20	100	3 hrs
M.A. Public Administration Semester-II									
MPA (C) 201	Administrative Theories	4	3 3	1 1	-	80	20	100	3 hrs
MPA (C) 202	Public Financial Administration	4	3	1	-	80	20	100	3 hrs
MPA (C) 203	Research Methdology and Methods	4	3	1	-	80	20	100	3 hrs
MPA (C) 204	Public Policy : Concepts and Models	4	3	1	-	80	20	100	3 hrs
One paper to be chosen from any of the following (from the corresponding option was taken in Semester-II)									
MPA(E) 205-I	Social Welfare – Administration	4	3	1	-	80	20	100	3 hrs
MPA(E) 205-II	Police Administration	4	3	1	-	80	20	100	3 hrs
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 the end)**	**2**	**2**	**-**	**-**	**-**	**-**	**50**	**2 hrs**
M.A. Public Administration Semester-III									
MPA(C) 301	Public Administration in India	4	3	1	-	80	20	100	3 hrs
MPA(C) 302	Development Administration	4	3	1	-	80	20	100	3 hrs

MPA(C) 303	Administrative Thinkers-II	4	3	1	-	80	20	100	3 hrs
MPA(C) 304	Public Sector Management	4	3	1	-	80	20	100	3 hrs
One paper to be chosen from any of the following (from the corresponding option was taken in Semester-III)									
MPA(E) 305-I	Political Theory	4	3	1	-	80	20	100	3 hrs
MPA(E) 305-II	International Law	4	3	1	-	80	20	100	3 hrs
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 the end)**	**2**	**2**	-	-	-	-	**50**	**2 hrs**
M.A. Public Administration Semester-IV									
MPA(C) 401	Accountability Reforms and Innovations in Administration	4	3	1	-	80	20	100	3 hrs
MPA(C) 402	Rural and Urban Local Administration	4	3	1	-	80	20	100	3 hrs
MPA(C) 403	Comparative Public Administration	4	3	1	-	80	20	100	3 hrs
MPA(C) 404	Labour Welfare Administration	4	3	1	-	80	20	100	3 hrs
One paper to be chosen from any of the following (from the corresponding option was taken in Semester-IV)									
MPA(E) 405-I	Public Personnel Administration in India, UK and USA	4	3	1	-	80	20	100	3 hrs
MPA(E) 405-II	E-Governance	4	3	1	-	80	20	100	3 hrs

MPA (C) 101: PUBLIC ADMINISTRATION: AN INTRODUCTION

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objectives:

The importance of public admisnitration 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 intitiatives and emerging challenges in the field. Students are introduced to the study of public administration in a fast changing environment of globalized phenomenon

Course Outcomes:

Towards the end of this course, the students shall be able:

MPA(C) 101: Awareness about the evolution and growth of the discipline of PublicAdministration.

MPA(C) 102: Learning of basic principles and Challenges of Globalization and Public Administration.
MPA(C) 103: Understanding the Learning of basic principles and approaches of PublicAdministration.

MPA(C) 104: Theoretical clarity of basic concepts and dynamics (both ecological and others) relating

to Public organizations.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks

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:

- Hoshiar Singh and Pardeep Sachdeva (2011) Public Administration: Theory and Practice, Pearson Publication, Noida.
- Avasthi & Maheshwari (2012), Public Administration, Lakshmi Naraian 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)

Mapping Matrix of Course MPA(C) –101

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course **(MPA (C) -101)** assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) – 101

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA 101.1	3	3	3	-	-	3	2	2	3	2	2	3
MPA 102.2	3	3	3	-	-	3	2	2	3	2	2	3
MPA 103.3	3	3	3	-	-	3	2	2	3	2	2	3
MPA 104.4	3	3	3	-	-	3	2	2	3	2	2	3
Average	3	3	3	-	-	3	2	2	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) – 101) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) – 101

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA 101.1	3	3	3	2
MPA 102.2	3	3	3	2
MPA 103.3	3	3	3	2
MPA 104.4	3	3	3	3
Average	3	3	3	2.25

MPA (C) 102: ADMINISTRATIVE THINKERS-I

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course Outcomes:

Towards the end of this course, the students shall be able:

MPA(C)-102.1   To have broad understaning of dynamic Awareness about the evolution and growth of Public Administrative Theory.

MPA(C)-102.2   An understanding about the philosophy of ethics with special reference to ethics in

Various Schools Of Thought.

MPA(C)-102.3   Learning of basic principles, Challenges of Administrative Structure and Principles of Public Administration.
MPA(C)-102.4 To develop the skill to analyse the Organization as Social System**.**

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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

- Golembeiwskhi, 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 LJrwick (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 Albro, 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.

Mapping Matrix of Course MPA(C) – 102

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	ontents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	ontents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (MPA(C) – 102) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) – 102

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C)-102.1	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-102.2	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-102.3	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-102.4	3	3	3	-	-	3	2	2	3	2	2	3
Average	3	3	3	-	-	3	2	2	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix) Table 3 shows the CO-PSO mapping matrix for a course (**MPA**(C) – 102) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) – 102

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C)-102.1	3	3	3	3
MPA(C)-102.2	3	3	3	2
MPA(C)-102.3	3	3	3	3
MPA(C)-102.4	3	3	3	3
Average	3	3	3	2.75

MPA (C)103: URBAN LOCAL GOVERNMENT IN INDIA, BRITIAN, U.S.A. & FRANCE

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objective: The paper aims to acquaint the students with major concepts and theories that n 1882, the then Viceroy of India, Lord Ripon's resolution of local self-government laid the democratic forms of municipal governance in India. The current form and the structure of municipal bodies are based on Lord Ripon's Resolutions, which was adopted in 1882 as local self-government. Britain, France and USA. Municipal Finance in Britain and France.

Course outcomes: Towards the end of this course, the students shall be able

MPA (C)- 103.1 Historical background and growth of Urban Local Administration.

MPA (C)- 103.2 Grasping the role of Local Government in Different countries.

MPA (C)- 103.3 Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general.

MPA (C)- 103.4 Acquire comprehensive knowledge of mainstream theories that haveshaped and influenced Local politics and assess the relevance ofthese theories in present context.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

Unit-I: Meaning, Scope and Significance of Urban local Government. Features of Urban Local Government in India, UK, USA and France.

Unit-II: Structure, Organisation and Functions of Urban Local Governments in India, Britain, France and USA. Municipal Finance in Britain and France.

Unit-III State- Local Relations in India and USA. Central-Local Relations in Britain and France. Local Government Reforms in India, Britain, France and USA. Municipal Finance in USA.

Unit-IV Municipal Personnel Administration; Municipal Leadership; Role of Political Parties; People's Participation. Municipal Finance In India.

SELECT READINGS:
1. Pankaj Singh(2018)- Local Government in India, England, France & U.S.A –Kitab Mahal Publisher.
2. S.L.Kaushik: Leadership in Urban Government in India, Allahabad: Kitab Mahal 1989.
3. Sahib Singh and Swinder Singh: Local Government in India, Jalandhar: New Academic Publishing Co. 1991.
4. Pardeep Sachdeva: Dynamics of Municipal Government and Politics in India, New Delhi, KitabMahal 1991.
5. David Wilson & Chris Game &others: Local Government in the United Kingdom, London: Macmillan 1994.
6. Tony Byrne: Local Government in Britain, London: Penguin Press 5th Ed. 1990.
7. Vincent Ostrom and Others: Local Government in the United States, San Franscisco, California, ICS Press, 1988.
8. Michael Keating: Comparative Urban Politics, Edward Elgar Publishing Ltd. Hamshire, England, Gover House Croft road, Aldershot, 1992.
D.A. Chandler (ed.), Local Government in Liberal Democracies: An Introductory Survey, London: Routledge 11, New Fetter Lane, EC4P, 1992

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (**MPA(C) –103**) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) –103

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C)-103.1	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-103.2	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-103.3	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-103.4	3	3	3	-	-	3	3	3	3	3	2	3
Average	3	3	3	-	-	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) –103) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) –103

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C)-103.1	3	3	3	2
MPA(C)-103.2	3	3	3	3
MPA(C)-103.3	3	3	3	2
MPA(C)-103.4	3	3	3	3
Average	3	3	3	2.5

MPA (C) 104: INTRODUCTION TO PUBLIC POLICY

Credit: 04   Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course outcomes: Towards the end of this course, the students shall be able

MPA(C)104.1 Understanding the basic concepts such as public policy, policy analysis, public policy process and governance

MPA(C)104.2 Knowledge of different stages of the Public policy process in terms of theoretical formulation and the process

MPA(C)104.3 Necessary competence to undertake policy Implementation analysis

MPA(C)104.4 Policy Evaluation –Concept, Techniques and Policy Impact and Policy Outcomes.

Note: The question paper will consist of nine questions. The candidate shall attemptfive questions   in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more   questions selecting at least one from eachUnit. Each question will carry 16 marks.

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) Perspectives of Policy Making Process
b) Theories and Models of Public Policy Making (Group Theoretic, Elite, Incremental, Institutional, Rational, Game Theoretic and System Theoretic Model)
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

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Jones, C.O, (1970): An Introduction to the Study of Public Policy, Belmont, Prentice Hall.

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Jay M. Shafritz (ed.) (1998), International Encyclopedia of Public policy and Administration, Westview Press.

Mapping Matrix of Course MPA(C) – 104

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (MPA(C) – 104) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) – 104

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C)-104.1	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-104.2	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-104.3	3	3	3	-	-	3	3	3	3	3	2	3
MPA(C)-104.4	3	3	3	-	-	3	3	3	3	3	2	3
Average	3	3	3	-	-	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) – 104) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) – 104

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C)-104.1	3	3	3	2
MPA(C)-104.2	3	3	3	3
MPA(C)-104.3	3	3	3	2
MPA(C)-104.4	3	3	3	3
Average	3	3	3	2.5

Credit: 04   Max. Marks: 100
                                                                        Internal Marks: 20
                                                                        External Marks: 80
                                                                        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.

Course outcomes: Towards the end of this course, the students shall be able

MPA(E) 105-I.1 Knowledge about the evolution, growth, framing, framing and features of Indian Constitution

MPA(E) 105-I.1 To acquire comprehensive knowledge of Basic Premises and Institutions i.e. Preamble, Fundamental Rights and Fundamental Duties and Directive Principles of State Policy.

MPA(E) 105-I.1 Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general

MPA(E) 105-I.1 Awareness about the institutions and mechanism of Indian Constitutional Commissions

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. TheCandidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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.

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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.

Mapping Matrix of Course MPA (E) 105-I

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

<u>Table 1: Scale of mapping between COs and POs</u>

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: <u>(CO-PO Mapping Matrix)</u> Table 2 shows the CO-PO mapping matrix for a course (MPA (E) 105-I) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(E) 105-I

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MPA(E)-105-I.1	3	3	3	3	3	3	3	3	3	3	2	3
MPA(E)-105-I.2	3	3	3	3	3	3	3	3	3	3	2	3
MPA(E)-105-I.3	3	3	3	3	3	3	3	3	3	3	2	3
MPA(E)-105-I.4	3	3	3	3	3	3	3	3	3	3	2	3
Average	3	3	3	3	3	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: <u>(CO-PSOMapping Matrix)</u>

Table 3 shows the CO-PSO mapping matrix for a course (MPA (E) – 105-I) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(E) 105-I

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(E)-105-I.1	3	3	3	2
MPA(E)-105-I.2	3	3	2	3
MPA(E)-105-I.3	3	3	3	2
MPA(E)-105-I.4	3	2	2	3
Average	3	2.75	2.5	2.5

MPA (E)105 (II) ADMINISTRATIVE LAW

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course outcomes: Towards the end of this course, the students shall be able

MPA(E) 105-II.1 Developing an understanding of Administrative Law- Scope & Importance, Legal Basis of Modern State, Doctrine of Separation of Powers; Principles of Checks and Balances, and Principles of National Justice

MPA(E) 105-II.2 To acquire comprehensive knowledge of Basic Administrative Control i.e Delegated Legislation, Doctrine of Ultra Virus, Droit Administration and Principles and Natural Justice.

MPA(E) 105-II.3 To understanding the changing nature of Administrative Tribunal: Reason for Growth, Procedure,Types of Administrative Tribunals and Administrative Authorities.

MPA(E) 105-II.4 Grasping the genesis, growth and concept of Administrative Appellate Authority: Central Administrative Tribunals, Income Tax Appellate – Tribunals,Regulatory and Insurance Regulatory And Development Authority (IRDA)

Note: The paper aims to acquaint the students with the history and development of Political Geography as a discipline. Along with the Models of World Structure and their Relevance, the paper also explores the global strategic views of thinkers like Mahan, Mackinder, Spykman, Hoosan etc along with various approaches to study Geographical thought.

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)

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2. M .P. Jain & S. N. Jain, Principles of Administrative Law, (6th 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. Genevra 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).

Mapping Matrix of Course MPA (E) 105-II

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (MPA(E) 105-II) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(E) 105-II

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(E) 105-II.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 105-II.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 105-II.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 105-II.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPE(E) 105-II) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(E) 105-II

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(E) 105-II.1	3	2	3	2
MPA(E) 105-II.2	3	3	3	3
MPA(E) 105-II.3	3	3	3	2
MPA(E) 105-II.4	3	3	3	3
Average	3	2.75	3	2.5

MPA (C) 201: ADMINISTRATIVE THEORIES

Credit: 04   Max. Marks: 100
                                                                 Internal Marks: 20
                                                                 External Marks: 80
                                                                 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

Course outcomes: Towards the end of this course, the students shall be able

MPA(C) 201.1 Awareness about the evolution and growth of the Organization Theories: System and contingency, Ministries and Departments, Boards, Commissions, Corporations and Companies

MPA(C) 201.2 Understanding the basic concepts such as Administrative Behaviour.

MPA(C) 201.3 Learning of basic principles and approaches of PublicAdministration i.e. Concepts, Process and Techniques

MPA(C) 201.4 Theoretical clarityof basic concepts and dynamics Public Accountability, Legislative , Executive Judicial Control relating to Public organizations.

.
Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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 Naraian Agarwal, Agra
- Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire
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- Bhattacharya, Mohit (2013), New Horizons of Public Administration: Issues, Challenges and Opportunities, New York, MO.E. Sharpe
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- O'Leary, Rosemary Et.al. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town University Press, DC
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- Wilson, Woodrow."The Study of Administration," Political Science Quarterly 2(June 1887)

Mapping Matrix of Course MPA(C) 201

Mapping: Mapping is a process of representing the correlation between COs and POs,Cos and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA (C) 201) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) 201

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA 201.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA 201.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA 201.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA 201.4	3	3	3	-	-	3	2	3	3	2	2	3
Average	3	3	3	-	-	3	2	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) 201) assuming that thereare 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) 201

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA 201.1	3	3	3	2
MPA 201.2	3	3	3	2
MPA 201.3	3	3	3	2
MPA 201.4	3	3	3	2
Average	3	3	3	2

MPA (C) 202- PUBLIC FINANCIAL ADMINISTRATION

Credit: 04
Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course outcomes: Towards the end of this course, the students shall be able

MPA 202.1 Knowledge of various aspects of Public Financial Administration in general and in the Indian context in particular

MPA 202.2 UnderstandingPublic budgeting, Public financial institutions and financial resource mobilization strategies in the Indian context

MPA 202.3 Comprehendingthe system and dynamics of Indian fiscal federalism

MPA 202.4 Deep understanding ofthe role of Comptroller and Auditor General   Reserve   Bank   of India in a public financial administration.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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) Monitory Policy: Objectives, Principals, International Monitory 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, Monitory Policy of RBI

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Mapping Matrix of Course MPA(C) 202

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA(C) 202) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) 202

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C) 202.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA(C) 202.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA(C) 202.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA(C) 202.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) 202) assuming that thereare 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) 202

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C) 202.1	3	3	3	3
MPA(C) 202.2	3	3	3	3
MPA(C) 202.3	3	3	3	3
MPA(C) 202.4	3	3	3	3
Average	3	3	3	3

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objectives

Reserch in common parlance refers to the search for knowledge. We can define research as as scienfic and systematic searach 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 couse is intended as a sound sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriative tools and techniques for problem solving.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA(C) 203.1 Development of an intellectual understanding of the fundamental knowledge of research methodology.

MPA(C) 203.2 Comprehend the research process in an appropriate manner

MPA(C) 203.3 Inculcation of the necessary skills to use research tools to undertake research study

MPA(C) 203.4 Competence to evaluate governmental policy or programme/projects on the basis of primary and secondary data

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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: Metods And Technoques 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., Jt. Ronal E. Anderson (1990), Computer Applications in the Social Sciences, McGraw Hill
- Bryman, Alan (2004), Social Research Methods, Delhi: Oxford University Press
- Burton, Dawn (Eds.) (2000) Research Training for Social Scientists, Sage Publications, New Delhi
- Gerber Eller (2013), Public Administration Research Methods – Tools for Evaluation and Evidence based practices, Rutledge, New York.
- Galtung, John(1967) Theory & Methods of Social Research, New Delhi, Colombia University Press
- Goode William J. and Paul K. Hatt (2006), Methods in Social Research, McGraw Hill Book Company, USA
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- Kothari, C.R., and Gaurav Garg (2014), Research Methodology – Methods and Techniques, New Age, New Delhi
- Locke, L.E., et.al (2007) Proposal that Work: A Guide for Planning Dissertations and Grant Proposals, New Delhi: Sage.
- Loseke, Donileen R. (2013), Methodological Thinking, New Delhi: Sage
- McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management Quantitative and Qualitative Approaches, M. E. Sharpe
- Trivedi, R.N. and Shukla O.P.: Research Methodology, Jaipur Research Publication (Hindi).
- Miller Gerald J., Kaifeng Yang (2007) Handbook of Research Methods in Public Administration, CRC Press.
- Pearsons, C.J.(1973) Thesis & Project Work, A Guide to Research & Thesis Writing, London; Allen & Unwin
- White Jay (Eds.) (1994), Research in Public Administration: Reflection on Theory and Practice, Sage, London.
- Young, Pauline V. (1970) Scientific Social Survey & Research, New Delhi, Printice Hall of India

Mapping Matrix of Course MPA(C) 203

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA(C) 203) assuming that there are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) – 203

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C) 203.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C) 203.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C) 203.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C) 203.4	3	3	3	-	-	3	2	3	3	2	2	3
Average	3	3	3	-	-	3	2	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) 203) assuming that there are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) 203

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C) 203.1	3	3	3	3
MPA(C) 203.2	3	3	3	3
MPA(C) 203.3	3	3	3	3
MPA(C) 203.4	3	3	3	3
Average	3	3	3	3

MPA(C) 204 : PUBLIC POLICY: CONCEPTS AND MODELS

Credit: 04
Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objectives

Public policy making is not merely a technical function of government; rather it is a complex interactive process intluenced 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.

Learning outcomes: Towards the end of this course, the students shall be able

MPA(C) 204.1 Understanding the basic concepts such as public policy, policy analysis, public policy process and governance

MPA(C) 204.2 Knowledge of different stages of the Public policy process in terms of theoretical formulation and the process

MPA(C) 204.3 Necessary competence to undertake policy analysis and different Modles.

MPA(C) 204.4 Understanding about the report writing of research methdology

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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.
- Barker, Antony ad B. Guy Peters (eds.) (1993), The Politics of Experts Advice: Creating, Using and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburg Press.
- Brazelay Michael 1992, Breaking Through Bureaucracy: A New Version for Managing in Government, UCP.
- Bergerson pepter (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
- Dror Y (1989) public policy making re-examined, 2nd edition , san francisco, chandler.
- Fischer Frank (1995), Evaluating public policy, Singapore, pearson.
- Hill Michael (2005) The Public Policy Process, Harlow UK: Pearson.
- John M. Shafritz (1998) International Encylopedia of public policy and administration, westview press.
- John peters (2012) Analyzing Public Policy, 2nd Edition, Routlidge, Taylor And Francis Group, London.
- Lasswell Harold (1971) A preview of Public policy sciences, New York, Elsevier
- Lerner D. and H. D. Lassell (1951) The Policy sciences, Stanford, Stanford University Press
- Kindblom C E and E J Woodhouse (993|) The Policy Making Process, New Jersey, Prentice Hall.
- McCool Daniel C (1995) Public Policy Theories, Models And Concepts: An Anthology, NJ: Prentice Hall.

Mapping Matrix of Course MPA(C) 204

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA(E) 205-II) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) 204

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C) 204.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C) 204.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C) 204.3	3	3	2	-	-	3	2	3	3	2	2	3
MPA(C) 204.4	3	3	3	-	-	3	2	2	3	3	2	3
Average	3	3	2.75	-	-	3	2	2.75	3	2.25	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) 204) assuming that thereare 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) 204

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C) 204.1	3	3	3	2
MPA(C) 204.2	2	3	3	2
MPA(C) 204.3	3	3	3	3
MPA(C) 204.4	3	3	3	3
Average	2.75	3	3	2.5

MPA(E) 205 (I): SOCIAL WELFARE ADMINISTRATION

Credit: 04   Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objectives

The history of social welfare is an interdisciplinary study of the evolution of charitable works, organized activities related to social reform movements and non-profit or public social services designed to protect or benefit individuals, families and citizens of the larger society. Social Welfare Administration is the process of efficiently providing resources and services to meet the needs of the individuals, families, groups and communities to facilitate social relationship and adjustment necessary to social functioning. From functional point of view, it encompasses three facets of social problems: (i) Restoration Page 6 6 of impaired social functioning; (ii) Provision of resources, social and individual, for more effective social functioning; (iii) Prevention of social dysfunction. Developing an understanding of human behavior, culture and beliefs. Being committed to the ethics and values of social work.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA(C) 205.1 Social Administration. Social Policy – A Study of Relevant Constitutional Articles and Provisions in the Five Year Plan Documents. Need for Adoption of a Social Resolution for India.

MPA(C) 205.2 Field of Social Administration. Need for Creation of State and Local Cadre of Social Administration.

MPA(C) 205.3 National Commission for SCs and STs – Programmes for the Development of SCs & STs and Women.

MPA(C) 205.4 Major Social Sectors – Health and Education, Social Planning and Five Year Plans.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

UNIT-I: Introduction of Social Welfare Administration

Concepts of Social Welfare, Social Justice and Social Change. Meaning, Nature, Scope and Principles of Social

Administration. Social Policy – A Study of Relevant Constitutional Articles and Provisions in the Five Year

Plan Documents. Need for Adoption of a Social Resolution for India. Post Independence Social Legislation

with Special Reference to Legislation for Women and Children.

UNIT-II: Organisation of Social Welfare Administration

Organisation and Functions: Ministry of Social Justice and Empowerment. Department of Women and Child Development at Central Level Need for Integration of Social Functions at Central level. Central Social Welfare Board – Its Composition, Functions and Status.

UNIT-III: Organisation of State Social Welfare Administration

Organisation at the State Level (Haryana) – Directorates of Social Justice and Empowerment, Welfare of SCs & BCs; and Women & Child Development – Composition and Functions. State Social Welfare Advisory Board: Composition, Powers and Personnel Practices in the Field of Social Administration. Need for Creation of State and Local Cadre of Social Administration.

UNIT-IV: Major Social Sectors of State Social Welfare Administration

National Commission for SCs and STs – Programmes for the Development of SCs & STs and Women. Welfare of the Disabled and Aged. Drug De-addiction. Methods of Social Administration: Social Case Work; Group Work; and Community Organisation and their Applicability in India. Major Social Sectors – Health and Education, Social Planning and Five Year Plans. Role of Voluntary/Non-Governmental Agencies in Socio-economic Development.

Books Recommended

1. Surendra Kataria, Social Administration (Hindi), RBSA Publishers, SMS High Way, Jhaipur, 2002.

2. C.P. Barthwal (Ed.), Social Justice in India, Bharat Book Centre, 17, Ashok Marg, Lucknow, 1998.

3. D.R. Sachdeva, Social Welfare Administration (English and Hindi), Kitab Mahal, Allahabad, 2004.

4. Davis C. March: An Introduction to Social Administration, Routledge and Kegan Paul, London, 1965.

5. P.D.Kulkarni: Centre Social Welfare Board, New Delhi: Asia Publishing House, 1961.

6. V. Jaganadhan: Social Welfare Organisation, New Delhi, IIPA 1966.

7. D.K.Mishra: social Administration (Hindi) Jaipur: College Book Depot, Tripolia Bazar, 1990.

8. D. Paul Chowdhry: Social Welfare Administration, New Delhi, Atma Ram & Sons, 1979.

9. S.L.Goel and R.K.Jain: Social Welfare Administration, vol. I, New Delhi: Deep & Deep, 1988.

10. T.N.Chaturvedi and S.K. Chandra: Social Administration Development and Change, New Delhi, IIPA 1980.

11. D.P. Chowdhry: Social Welfare Administration, Atma Ram & Sons, Deli 1992.

12. Mohinder Singh (ed.): Social Policy and Administration in India, M.D. Publications Pvt.Ltd., New Delhi, 1996.

Mapping Matrix of Course MPA(E) 205 (I)

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course MPA(E) 205 (I) assuming that there are 12 POs and 4 COs.

Table 2: CO-PO Matrix for the Course MPA(E) – 205-I

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(E) 205.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 205.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 205.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 205.4	3	3	3	-	-	3	2	3	3	2	2	3
Average	3	3	3	-	-	3	2	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(E) 205-I) assuming that there are 4 PSOs and 4 COs.

Table 3: CO-PSO Matrix for the Course MPA(E) 205-I

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(E) 205.1	3	3	3	3
MPA(E) 205.2	3	3	3	3
MPA(E) 205.3	3	3	3	3
MPA(E) 205.4	3	3	3	3
Average	3	3	3	3

MPA (E) 205(II): POLICE ADMINISTRATION

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

COURSE OBJECTIVES:

This paper introduces to the students to introduce to the students the concept and rationale of police in the society and its evolution. An effort would also be made to familiarize the students with the working of police organizations at the union, state and local level. In addition, the endeavor would be to throw light on the latest developments in the field of police reforms.

Course outcomes: Towards the end of this course, the students shall be able

MPA(E) 205.1 This course intends to familiarize the students with the concept and rationale of organizational behavior with special reference to police administration;

MPA(E) 205.2 To acquire comprehensive knowledge of status, role, norms and values and concepts of social conformity, and social change; crowd, Violence, Castism, Communalism and Ethnic Conflicts along with the role of police in dealing with them;

MPA(E) 205.3 To understanding the methods of investigation/ interrogation; good qualities of an investigating officer; the procedure to be followed for registering an First Information Report to investigation and charge sheets/final report preparation in various crime cases;

MPA(E) 205.4 designed to impart knowledge to the students on the laws governing the 'prevention and detection of crime' which is laid downas the primary duty in the Indian Police Act 1861, which include (i) the Indian Penal Code 1860; (ii) the Code of Criminal Procedure 1973; and (iii) the Evidence Act.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks

UNIT – I   Introduction

a) Police Personnel Administration: Meaning, Nature, Scope and Significance. Principles of Personnel Administration.

b) Union Ministry of Home Affairs; Organization and Working of Central Police organizations- Central Armed Police Forces, Central Investigating Agencies-CBI, NIA, IB & RAW; Bureau of Police Research and Development;

c) State Policing System: Organization of Police Force at the State and District level; Commissionerate System of Policing; Police and Panchayati Raj Relations.

UNIT – II   Police Procedures and Investigation Techniques

(a) Detection and Investigation: Qualities of Investigating Officer (IO). Preparation for interviewing.

(b) FIR: Essential ingredients. Procedure for Recording of Statements. Search and Seizure. Arrest and Test Identification Parade (TIP).

(c) Disastrous situations: Duties of police in controlling and rehabilitation. Preventive measures: Duties and procedure for preventing crime.

UNIT – III   Correctional Administration

(d)   Prison Administration: Origin of Prison System, Statutory Prisons in India. Classification and Organization of Various Categories of Prisons in India.

(b) Parole: Concept, Origin and Development. Parole in India. Parole Conditions, Revocation and Discharge. Furlough

(c) Probation: Concept, Origin and Development. Probation in India including Probation of Offenders Act, 1958. Probationary Supervision, Pre- Sentence Report, Revocation and

UNIT – IV   Police Psychology

(a) Introduction and Scope of Psychology – Application of Psychology to Police Working. Trait Theories of Personality. Personality Development. Police Personality.

(b) Psychological Aspects of Aggression, Violence and Suicide. Stress: Symptoms and Theories. Stress Among Police Force and Coping Strategies.

(c) Emotions: Definition and Types. Motivation: Meaning and Theories in the Context of Policing. Abnormality: Definition and Type of Mental illness.

REFERENCES

1. Scaramella, Gene L.: Introduction to Policing Sage Publication Cox steven M. India Pvt. Ltd., New Delhi, 2011.
2. Gupta, Anandswarup: The Police in British India: 1861-1947, Bureau of Police Research & Development, New Delhi, 2007.
3. Bharti, Dalbir: *Police Evam Log: Donon ke Adhikar Va Zimmedarian,* A.P.H. Publishing Corporation, New Delhi, 2007.
4. Chaturvedi, J.C.: Police Administration and Investigation of Crime, Isha Books, Delhi, 2006.
5. Dempsey, John S. &:An Introduction to Policing, Thomson-Linda S. Forst Wadsworth, CA, 2005.
6. Dogra, R.S.D.: Nation Keepers: Central Reserve Police Force, (C.R.P.F.), A.P.H. Publishing Corporation.
7. Srivastava, Aparna : Role of Police in a Changing Society, A.P.H. Publishing Corporation, New Delhi, 1999.
8. Sen, Shankar: Indian Police Today, Ashish Publishing House, New Delhi, 1994.
9. Ghosh, S.K. and: Encyclopaedia of Police in India, Volume I Rustamji, K.F. Ashish Publishing House, New Delhi, 1993.
10. Sharma, K.K.: Law and Order Administration, National Book Organization, New Delhi, 1985

Mapping Matrix of Course MPA (E) 205 (II)

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (MPA(E) 205 (II)) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(E) 205(II)

Note: It is not necessary that each CO has a correlation with all the POs.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MPA(E) 205	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 205	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 205	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E) 205	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(E) 205 (II)) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(E) 205(II)

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(E) 205	3	2	3	2
MPA(E) 205	3	3	3	3
MPA(E) 205	3	3	3	2
MPA(E) 205	3	3	3	3
Average	3	2.75	3	2.5

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

Credit: 02   Max. Marks: 50

Time: 2 hours

Course Objective: The Paper aims to acquaint the students about the basic features of Indian Constitution along with its institutional arrangements.

Learning outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the evolution and growth of constitutional framework on which Indian Administration is based.

2. Acquiring the theoretical knowledge and understanding of the Centre – State Relations and Local Self Government with special reference to Decentralization Experiments in India

3. Understanding about the State Government and Social Welfare Administration Programmes, functions, and resources of State Government

4. Awareness about the institutions and mechanism Accountability & Control Legislative, Executive, Judicial Control and Right to Information Act.

Note: The question paper will consist of eight questions. The candidate shall attempt four   questions in all. Each question carries 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 – 73rd and 74th 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.
- Subhash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
- The Constitution of India, Government of India, 2009.
- Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

Mapping Matrix of Course OESS – Semster -II

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (OESS–SEMESTER-II) assuming that there are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course OESS–(OESS–SEMESTER-II)

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
OESS-1	3	3	3	-	-	3	3	3	3	2	2	3
OESS-2	3	3	3	-	-	3	3	3	3	2	2	3
OESS-3	3	3	3	-	-	3	3	3	3	2	2	3
OESS-4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3 shows the CO-PSO mapping matrix for a course ((OESS–SEMESTER-II)) assuming that there are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course OESS (SEMESTER II)

CO	PSO 1	PSO 2	PSO 3	PSO 4
OESS-05.1	3	3	3	2
OESS-05.2	3	3	3	2
OESS-05.3	3	3	3	2
OESS-05.4	3	3	3	2
Average	3	3	3	2

SEMESTER-III
MPA (C)301: PUBLIC ADMINISTRATION IN INDIA

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objective: This paper attempts to familiarizes 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.

Course outcomes: Towards the end of this course, the students shall be able

MPA (C)- 301.1 Knowledge about the evolution and growth of Indian Administration

MPA (C)- 301.2 Grasping the role of Union Executive

MPA (C)- 301.3 Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general

MPA (C)- 301.4 Delineating the constitutional provisions and dynamics of union -state relationships. Awareness about the institutions and mechanism in force for citizen-state interface.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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:

- Hoshiar Singh & Pankaj Singh(2012) Indian Administration ,Pearson's Publication, Noida
- Hoshiar Singh & Pankaj Singh(2012) Bhartiya Prashasan (Hindi) Pearson's Publication, Noida
- Pankaj Singh(2006) Administrative Reforms, Kitab Mahal Publisher, 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
- Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas
- Bhaskar Rao, V.Venkateshwarulu,B.(eds.) (1987) Parliamentary Democracy in India: Trends and
    Issues, Delhi: Mittal Publications
- Chatterjee, Sibranjan (1997) Restructuring Centre-State Relations: The Sarkaria Commission and
    Beyond, Minerva Associates: Calcutta
- 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
- 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
- Sarkar, Jadunath (2009) The Mughal Administration, Six Lectures BiblioLife
- Singh, Hoshiar & Singh, Mohinder (1990) Public Administration in India: Theory & Practice, New
    Delhi: Sterling

Mapping Matrix of Course MPA(C) – 301

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	ontents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	ontents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (**MPA(C) – 301**) assuming that thereare 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA(C) – 301

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C)-301.1	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-301.2	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-301.3	3	3	3	-	-	3	2	2	3	2	2	3
MPA(C)-301.4	3	3	3	-	-	3	2	2	3	2	2	3
Average	3	3	3	-	-	3	2	2	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (**MPA(C) – 301**) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) – 301

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C)-301.1	3	3	3	3
MPA(C)-301.2	3	3	3	2
MPA(C)-301.3	3	3	3	3
MPA(C)-301.4	3	3	3	3
Average	3	3	3	2.75

MPA (C) 302 : DEVELOPMENT ADMINISTRATION

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

COURSE OBJECTIVES:

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

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C) 302.1 Developing a basic intellectual understanding of development, its approaches and sustainable development

MPA (C) 302.2 Gaining conceptual and theoretical understanding of Development Administration including theecological and post-globalization contexts

MPA (C) 302.3 Gaining familiarity with issues/new perspectives such as Development Methods And Strategy in India

MPA (C) 302.4 Learning of basic other issues and Non-National Agencies and Globalization and Development (PPP Model)

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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.

Mapping Matrix of Course MPA (C) – 302

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme Outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA (C)–302) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) –302

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(C)-302.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA(C)-302.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA(C)-302.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA(C)-302.4	3	3	3	-	-	3	2	3	3	2	2	3
Average	3	3	3	-	-	3	2.5	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3: shows the CO-PSO mapping matrix for a course (MPA (C)–302) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (C) –302

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(C)-302.1	3	3	3	2
MPA(C)-302.2	3	3	3	2
MPA(C)-302.3	3	3	3	3
MPA(C)-302.4	2	3	3	3
Average	2.75	3	3	2.5

MPA(C) 303: ADMINISTRATIVE THINKERS-II

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C)- 303.1 An understanding about the philosophy of ethics with special Administrative Ecology and Behaviourlism : Structural – Functional Approach, Theory of Prismatic Society and Development Models.

MPA (C)- 303.2 Understanding the basic concepts such as Motivational Concept Theories – I and II.

MPA (C)- 303.3 Knowledge of different Organizational Behaviour: Rationale, Change: Concept Process, Resistance to Change and Rationale .

MPA (C)- 303.4 Grasp various methods of Frederick Herzberg: Hygiene and Motivation Factors
Chris Argyris: Integrating the Individual and the Organization

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

UNIT I: Administrative Ecology and Behaviourlism

a)   Ecology of Public Administration
b)   Structural – Functional Approach
c)   Theory of Prismatic Society
d)   Development Models

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
d)   Herbert Simon. Behaviouralism and Decision Making

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 Process, Resistance to Change

c) Organizational Effectiveness: Concept and Approaches

d) Organizational Development: Concept and Rationale

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.

- Drucker, Peter (2012), Management Challenges for the 21st Century, Harper business. Fox, Richard C (2005), Critical Social Theory in Public Administration, PHI, New Delhi George Frederickson (2008),The Public Administration Primer,Westview Press.

- Herbert A. Simon (1965), Administrative Behavior: A Study of Decision-making Process in Administrative Organizations, Free Press, New York.

- JanetV. Denhardt and Robert B. Denhard (2007),The New Public Service, Serving, Not Steering, M.E.Sharpe, New York

- Likert, Rensis (1976), New Patterns of Management, McGraw-Hill, New York

- Luthans, Fred, (2005) Organizational Behaviour, McGraw- Hill, New York

- Maslow, Abraham (1954), Motivation and Personality, Harper & Row. NY

- McGregor, Douglas(1960),The Human Side of Enterprise, McGraw- Hill, New York

- Miller, H and Fox.CJ (2007), Post Modern Public Administration, ME Sharp, New York

- Ostrom, Elinor (2003), Governing the Commons-The Evolution of Institutions for collective Action, Cambridge

- Ostrom,Vincent (1973) The Intellectual Crisis in American Public Administration. University of Alabama Press: Alabama.

- Prasad, Ravindra D (et al) eds. Administrative Thinkers (2013), Sterling Publishers, New Delhi

- Vroom, Victor H (1964),Work Motivation, John Wiely and Sons, New York

- Waldo, Dwight (1968),The Study of Public Administration, Random house, New York

- Warren Bemiis (2005), Reinventing Leadership: Strategies to Empower the Organization, HarperBusiness, NY

- Warren Bennis, (1993), Beyond Bureaucracy: Development and Evolution of Human Organization, John Wiley & Sons,NY

- Curtis Cook, Phillip Hunsaker, Roberty Coffey Management and Organisational Behaviour

- (New York: McGraw Hill, 2001)
- Geert Hofstede and Bob Garratt Cultures and Organisations: Inter Cultural Cooperation and its Importance for Survival (New York: Profile Books, 2003)
- Keith Davis, John W. Newstrom et al Organisation Behaviour: Human Behaviour at Work (New York: McGraw Hill, 13th ed., 2010)
- Ken Blanchard and Hersey Blanchard Management of Organisational Behaviour (Washington: Pearson Higher Education, 9th edition, 2009)
- Mirza S. Saiyadain Organisational Behaviour (New Delhi : Tata McGraw Hill, 2nd ed., 2006)
- Nigel Nicholson Encyclopaedic Dictionary of OB (London: Blackwell Publishers,1998)
- Stephen P. Robbins, Seema Sanghi, Timothy Judge Organisational Behaviour: Concepts, Controversies and Applications (New Delhi: Pearson, 13th edition, 2009)
- Steven Mcshane and Mary von Glinow Organisation Behaviour (New York: McGraw Hill, 5th ed., 2009)

Mapping Matrix of Course MPA (C) – 303

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (MPA(C) 303) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) 303

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) 303.1	3	3	3	3	3	3	3	3	3	3	2	3
MPA (C) 303.2	3	3	3	3	3	3	3	3	3	3	2	3
MPA (C) 303.3	3	3	3	3	3	3	3	3	3	3	2	3
MPA (C) 303.4	3	3	3	3	3	3	3	3	3	3	2	3
Average	3	3	3	3	3	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (MPA(C) 303) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(C) 303

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) 303.1	3	3	3	2
MPA (C) 303.2	3	3	2	3
MPA (C) 303.3	3	3	3	2
MPA (C) 303.4	3	2	2	3
Average	3	2.75	2.5	2.5

MPA (C) 304: PUBLIC SECTOR MANAGEMENT

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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.

Course Outcomes: (Towards the end of this course, the students shall be able)

MPA (C)- 304.1 Knowledge about the evolution and growth of Public Enterprises Growth, Rationale, Objectives and Environment of Public Enterprises.

MPA (C)- 304.2 Familiarity with the constitutional framework on Structure Of PublicEnterprises which Indian Administration is based.

MPA (C)- 304.3 Understanding the in-built control mechanisms over constitutional bodies in particular Personal Policies Of Public Enterprises.

MPA (C)- 304. 4 Awareness about the institutions and mechanism in Stress Management, Business Ethics and Corporate Responsibility; and Time Management.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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 Woker'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;

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- R. K. Singla: Business Management, V.K. Globle Publications Pvt. Ltd., 4323/3 Ansari Road, Darya Ganj, New Delhi-110002
- A. Ghosh: Indian Economy – its Nature and Problems, Calcutta: The World Press Pvt.
- Dutt and Sundharam: Indian Economy, Delhi: S. Chand & Co., 2004.
- B.L. Mathur: Economic Policy and Administration (Hindi), Jaipur: RBSA Publishers, SMS Highway 1990.
- 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.
- A.H. Hansen: Public Enterprises and Econmic Development, London: Routledge and Kegan, 1972.
- Laxmi Narain: Principles and Practice of Public Enterprises Management, New Delhi: S.Chand & Co.
- S.C. Kuchhal: The Industrial Economy of India. Agra: Chitanya Pub. House, 1987.
- Prahlad Kumar Basu: Public Enterprises: Policy Performance and Professionalism, New Delhi, Allied 1982.

Mapping Matrix of Course MPA (C)–304

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (**MPA (C) 304**) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) 304

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) 304.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) 304.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) 304.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) 304.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course (**MPA (C) 304**) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (C) 304

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) 304.1	3	2	3	2
MPA (C) 304.2	3	3	3	3
MPA (C) 304.3	3	3	3	2
MPA (C) 304.4	3	3	3	3
Average	3	2.75	3	2.5

MPA (E) 305-I: POLITICAL THEORY

Credits:04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Course Objective: The paper aims at acquainting the students with the Political theory and practice of political Behaviour Approach, Structural Functional Approach. Systems. It also explores the issues and problems related to Political Development, Modernization, Nation Building and Its Problems,Typologies of Power and Decision-Making and Political Leadership and Nation-Building in India.

Course Outcomes:

After the completion of this course, the students will be able to:

MPA(E)-305.1	Understand the comparativist perspective and approaches to study political Political Theory Major Traditions of Political Theory.
MPA(E)-305.2	Analyze various issues and problems of Major Concepts, Origin and Theories of State, Classifications and Elements of State
MPA(E)-305.3	Understand the Political Theory: Political Development, Modernization, Nation Building and Its Problems.
MPA(E)-305.4	Develop an understanding of the Political Ideologies: Pluralism, Liberalism, Individualism, Idealism.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

Unit-I: Politics and Political Theory Major Traditions of Political Theory, Approaches to the Study of Political Theory: Behaviour Approach, Structural Functional Approach. Systems Approach and Marxist Approach.

Unit-II Major Concepts, Origin and Theories of State, Classifications and Elements of State. Basis Concepts; powers and authority; Liberty and Equality, Lights and Duties: Consensus and Legitimacy.

Unit –III Political Culture, Political Delegation, Political Socialisation and Revolution. Contemporary Political Theory: Political Development, Modernization, Nation Building and Its Problems.

Unit-IV Political Ideologies: Pluralism, Liberalism, Individualism, Idealism, Syndicalism, Guild Socialism. Potalitarianism and Socialism, Marxism and Democracy.

Books Recommended

1. C. James, Charlesworth (ed.) Contemporary Political Analysis, New York, 1967.
2. Robert Jahl: Modern Political Analysis, New Delhi 1967.
3. C.L. Waper, Political Thought, London, 1973.
4. Andres Lacker – Political Theory: Philosophy, Ideology and Sciences, New York 1961.
5. Lucian N. Pye: Aspects of Political Development, New Delhi: Amerind Publishing Co. Pvt. Ltd. 1966.
6. Gester, Jones and Lancastar, Masters Political Thought Vols.I, II and III, London, George Haprer, 1959.
7. P. Chatterjee: The State of Political Theory, Calcutta: K.P. Bagchi and Co. 1978.
8. S.P.Verma: Modern Political Theory – A Critical Survey, Delhi: Vikas, 1975.
9. David Easton: The Political System, II Varieties of Political Theories, Englewood Cliffs, Prentice Hall 1966
10. J.R. Siwach: Dynamics of Indian Government and Politics, New Delhi, Sterling Pub. Ltd., 1985.
11. S. Kothari & Ramashray: Relations Between Politicians and Administrators, New Delhi: Indian Institute of Public Administration 1969.

Mapping Matrix of Course MPA (E) 305-I

Mapping: Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (**MPA (E) 305-I**) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (E) –305-I

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (E) 305-I.I	3	3	3	-	-	3	3	3	3	3	2	3
MPA (E) 305-I.2	3	3	3	-	-	3	3	3	3	3	2	3
MPA (E) 305-I.3	3	3	3	-	-	3	3	3	3	3	2	3
MPA (E) 305-I.4	3	3	3	-	-	3	3	3	3	3	2	3
Average	3	3	3	-	-	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSOMapping Matrix)

Table 3 shows the CO-PSO mapping matrix for a course **(MPA (E) 305-I)** assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (E) 305-I

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (E) –304-I.I	3	3	3	3
MPA (E) –304-I.2	2	3	3	2
MPA (E) –304-I.3	3	3	3	2
MPA (E) –304-I.4	2	3	3	3
Average	2.5	3	3	2.5

Credit: 04
Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours

Objective: The paper aims to acquaint the students with the core elements of International Law. It explores themes like War and its effects, Means for settlement of Disputes, Laws of War, Termination of War, Neutrality and Cooperative Law, among others.

Course Outcomes:
After the completion of this course, the students will be able to:

MPA (E) 305-II.I	Comprehend the meaning and effects of war and settlement of international disputes.
MPA (E) 305-II.2	Understand the significance of the laws of war and legality of instruments of warfare.
MPA (E) 305-II.3	Understand war crimes; treatment of POWs; rights and duties of neutral states.
MPA (E) 305-II.4	Understand various laws with regard to outer space and sea.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

UNIT-I War and its effects; Enemy Character; Means for Settlement of Disputes – Amicable and Coercive.

UNIT-II Laws of War – Land, Aerial and Maritime Warfare, Legality of Instruments of Warfare.

UNIT-III Termination of War, Treatment of POWs, War Crimes, Prize Courts.

Neutrality – Definition, Status, Rights and Duties, Blockade and Contraband.

UNIT-IV Cooperative Law – Laws of Sea, Laws of Outer Space and Environmental Conferences.

Suggested Readings

1. Brownline, Principles of Public International Law, Oxford, Clarendon Press, 1973,Second Edition.

2. C.G. Fenwick, International Law, Bombay, Vakils, 1971.

3. J.G. Starke, An Introduction to International Law, London, Butterworths, 1972.

4. P.E. Corbett, Law and Diplomacy, Princeton NJ, Princeton University Press, 1959.

5. K. Deutsc and S. Hoffman (ed.), The Relevance of International Law, Oxford,Clarendon Press, 1955.

6. L. Duguit, Law in the Modern State, New York, B.W. Huebsch, 1919.

7. W. Friedmann, The Changing Structure of International Law, New York, ColumbiaUniversity Press, 1964.

8. H. Kelsen, Principles of International Law, New York, Rinehart and Co., 1952.

9. J. Mattern, Concepts of State, Sovereignty and International Law, Baltimore, JohnsHopkins Press, 1928.

10. L. Oppeheimer, International Law Vol. 1, 1969, Revised edn., Vol II, 1953.

11. J. Stone, Legal Controls of International Conflict, New York, Rinehart and Company,1954.

12. C. de Visscher, Theory and Reality in Public International Law, Princeton NJ,Princeton University Press, 1957.

13. Sir J.F. Williams, Aspects of Modern International Law, New York, OxfordUniversity Press, 1939.

Mapping Matrix of Course MPA (E) 305-II

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (**MPA (E) 305-II**) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (E) 305-II

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (E) 305-II.I	3	3	3	-	-	3	3	3	3	2	2	3
MPA (E) 305-II.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA (E) 305-II.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA (E) 305-II.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3 shows the CO-PSO mapping matrix for a course (**MPA (E) 305-II**) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (E) 305-II

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (E) 305-II.I	3	3	3	3
MPA (E) 305-II.2	2	3	3	2
MPA (E) 305-II.3	3	3	3	3
MPA (E) 305-II.4	3	3	3	3
Average	2.75	3	3	2.75

CIVIL SERVICES IN INDIA
(OPTIONAL ELECTIVE SOCIAL SCIENCES PAPER) (OESS)

Credit: 02   Max. Marks: 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.

Learning outcomes: (Towards the end of this course, the students shall be able)

1. Conceptual clarity All India Services, Central Services, State Services and Local Services, its issues,

career systems and other terms covering various aspects of civil services in India.

2. Detailed understanding of the Public personnel system of the Indian Bureaucracy.

3. Learning of basic principles, Challenges of Recruitment, Training and Disciplinary Procedure for Civil Servants in Indian Public Personnel System.

4. Critical understanding of issues like Civil Services – Citizenry Interface and processes and Civil Service Reforms

Note:- Attempt any four questions out of the eight questins. 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 (200&09, 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 Edvin 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.
- Jain, R.B. (1994), Aspects of Personnel Administration, IIPA, New Delhi.
- Maheshwari 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.
- 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.

Mapping Matrix of Course OESS – Semster -III

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix) Table 2 shows the CO-PO mapping matrix for a course (OESS–SEMESTER-III) assuming that there are12 POs and 4COs.

Table 2: CO-PO Matrix for the Course OESS–(OESS–SEMESTER-III)

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
OESS.1	3	3	3	-	-	3	3	3	3	2	2	3
OESS.2	3	3	3	-	-	3	3	3	3	2	2	3
OESS.3	3	3	3	-	-	3	3	3	3	2	2	3
OESS.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3 shows the CO-PSO mapping matrix for a course ((OESS–SEMESTER-III)) assuming that there are4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course OESS –(OESS–SEMESTER-III)

CO	PSO 1	PSO 2	PSO 3	PSO 4
OESS.1	3	3	3	2
OESS.2	3	3	3	2
OESS.3	3	3	3	2
OESS.4	3	3	3	2
Average	3	3	3	2

MPA (C) 401: ACCOUNTABILITY, REFORMS AND INNOVATIONS IN ADMINISTRATION

Credit: 04   Max. Marks: 100
Internal Marks: 20
External Marks: 80
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 Accountablity Reforms and Innovation in Administration.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C) 401.1: Attaining a theoretical understanding of administrative process of Introduction and Accountability, Value Premises of Administration,Control Mechanism,Integrity and Prevention of Corruption Issues and Responsiveness in administration

MPA (C) 401.2: Clarity of key concepts and knowledge of theoretical perspectives relating to regulation, regulatory governance and Administrative Reforms Initiatives.

MPA (C) 401.3: Delineation of the issues of independence, Some Innovations, Citizens Administration Interface, Right to Service, Social Audit, Public Private Partnership and Corporate Social Responsibility

MPA (C) 401.4: Exposure to mechanism and efficacy of regulators in various leading sectors.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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

UNIT-III Reforms And Instiutions
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, Thousan 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.

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (**MPA (C) – 401**) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) – 401

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) – 401.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) – 401.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA (C) – 401.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA (C) – 401.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	2.5	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3: shows the CO-PSO mapping matrix for a course (**MPA (C) – 401**) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (C) – 401

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) – 401.1	3	3	3	2
MPA (C) – 401.2	3	3	3	2
MPA (C) – 401.3	2	3	3	3
MPA (C) – 401.4	3	3	3	3
Average	2.75	3	3	2.5

MPA (C) 402: RURAL AND URBAN LOCAL ADMINISRATION

Credit: 04   Max. Marks: 100
                                                              Internal Marks: 20
                                                              External Marks: 80
                                                              Time: 3 Hours

Course Objectives

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

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C) 402.1 Acquiring the theoretical knowledge and understanding of the evolution and growth of rural local governance with special reference to Panchayati raj institutions

MPA (C) 402.2 Understanding about the Rural Development Programmes, functions, and resources of rural local bodies

MPA (C) 402.3 Understanding of the Urbanization Trends and Challenges working of urban development programmes

MPA (C) 402.4 Gaining insights about Programmes, Services & Trends of Urban Development Programmes

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

UNIT-I: Introduction

a) Panchayati Raj in India: Evolution and Growth since independence

b) 73rd 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) 74th Constitutional (Amendment) Act.1992

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:

- Pankaj Singh (2018) Rural Local Government In India, Kitab Mahal Publisher, New Delhi.
- Pankaj Singh (2013) Urban Local Government in India , Kitab Mahal Publisher, New Delhi.
- 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.
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- 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 Decentralission 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.

Mapping Matrix of Course MPA (C) – 402

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (**MPA (C) – 402**) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) – 402

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) – 402.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) – 402.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) – 402.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA (C) – 402.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3: shows the CO-PSO mapping matrix for a course (**MPA (C) – 402**) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (C) – 402

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) – 402.1	3	3	3	2
MPA (C) – 402.2	3	3	3	3
MPA (C) – 402.3	3	3	3	3
MPA (C) – 402.4	3	3	3	3
Average	3	3	3	2.75

MPA (C) 403: COMPARATIVE PUBLIC ADMINISTRATION

Credit: 04   Max. Marks: 100
Internal Marks: 20
External Marks: 80
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

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C) 403.1 Will be equipped with the knowledge and conceptual clarity of Evolution, Importance, International, and Critique of Comparative Public Administration

MPA (C) 403.2 Knowledge about the Approaches Bureaucratic, General Systems, Decision Making and Ecological Approach

MPA (C) 403.3 Knowledge of different Development Models of F.W. Riggs

MPA (C) 403.4 Clarity re-administrative systems and their accountability mechanisms of India, USA, UK and Japan

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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 C. P. A. : 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

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<p align="center">**Mapping Matrix of Course MPA (C) – 403**</p>

Mapping: Mapping is a process of representing the correlation between COs and POs,COs and PSOs in the scale of 1 to 3 as follows (Table 1):

<p align="center">**Table 1: Scale of mapping between COs and POs**</p>

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (**MPA (C) – 403**) assuming thatthere are 12 POs and 4COs.

<p align="center">**Table 2: CO-PO Matrix for the Course MPA (C) – 403**</p>

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) – 403.1	3	3	3	-	-	3	3	3	3	3	2	3
MPA (C) – 403.2	3	3	3	-	-	3	3	3	3	3	2	3
MPA (C) – 403.3	3	3	3	-	-	3	3	3	3	3	2	3
MPA (C) – 403.4	3	3	3	-	-	3	3	3	3	3	2	3
Average	3	3	3	-	-	3	3	3	3	3	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3: shows the CO-PSO mapping matrix for a course (MPA(C)–403) assuming thatthere are 4 PSOs and 4COs.

<p align="center">**Table 3: CO-PSO Matrix for the Course MPA(C) –403**</p>

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) – 403.1	3	3	3	3
MPA (C) – 403.2	3	3	3	3
MPA (C) – 403.3	3	3	3	3
MPA (C) – 403.4	3	3	3	3
Average	3	3	3	3

MPA (C) 404: LABOUR WELFARE ADMINISTRATION

Credit: 04
<div align="right">
Max. Marks: 100
Internal Marks: 20
External Marks: 80
Time: 3 Hours
</div>

COURSE OBJECTIVES:

The paper aims to acquaint the students with the nature of Labour Welfare and Labour Administration. Theories of Labour Welfare. Labour Policy in India. Five Year Plans and Labour Welfare in India. National Commission on Labour Organisation: Powers and functions. Organisation and Working of State Labour Department and Directorate of Labour. Labour Legislation in India with special reference to the Study of the Main Provisions of the following legislations and their Administrative Problems.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (C) 404.1 Will be equipped with the knowledge and conceptual clarity of Evolution, Importance, International, and Labour Welfare and Labour Administration

MPA (C) 404.2 Knowledge about the Approaches Organisation and Working of State Labour Department and Directorate of Labour. Dispute Settlement: Machinery at District, Factory and Plant levels.

MPA (C) 404.3 Knowledge of different Development Machinery at District, Factory and Plant levels.

MPA (C) 404.4 Clarity re-administrative systems and their accountability mechanisms of Workers Participation in Management.

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

UNIT – I: INTRODUCTION

Meaning, Nature, Scope and Principles of Labour Welfare and Labour Administration. Theories of Labour Welfare. Labour Policy in India. Five Year Plans and Labour Welfare in India. Labour Welfare with Special Reference to the Study of Worker's Education and Training, Housing Schemes and Health.

UNIT – II: ORGANISATIOAL MACHINERY

Ministry of Labour, Government of India – Organisation and Functions. National Commission on Labour Organisation: Powers and functions. Organisation and Working of State Labour Department and Directorate of Labour. Dispute Settlement: Machinery at District, Factory and Plant levels.

UNIT – III: INSTITUTIONAL SET-UP

Labour Welfare Officer its – Powers, Functions, Status and Role. Trade Union – Brief History, Organisation and Role. Workers Participation in Management. Main Recommendations of National Commission on Labour (with Special Reference to Labour Welfare), ILO and Labour Welfare in India.

UNIT – IV: LABOUR LEGISLATIONS

Labour Legislation in India with special reference to the Study of the Main Provisions of the following legislations and their Administrative Problems.

(a) Factories Act 1948; Industrial Disputes 1947;

(b) Trade Unions Act 1926;

(c) Main Provisions and Administrative Problems of: Payment of Wages Act, 1936;

(d) Employees State Insurance Act,1948;

(e) Employees Provident Act 1952; and Industrial Employment (Standing Orders) Act,1946; Equal Remuneration Act 1976.

Books Recommended

1. Factories Act 1948; Industrial Disputes 1947; Trade Unions Act 1926; Minimum Wages Act 1948; Workmen's Compensation Act 1923.

2. K.N.Vaid: Labour Welfare in India, Sri Ram Centre for Industrial Relations, New Delhi, 1970.

3. India: Report of the Committee on Labour Welfare, Ministry of Labour, Employment and Rehabilitation 1969.

4. R.C.Saxena: Labour Problems and Social Welfare, Meerut: K. Nath and Co. 1988.

5. M.L.Monga: Industrial Relations and Labour Laws in India, New Delhi: Deep & Deep 1984.

6. G.K.Sharma: Labour Movement in India, New Delhi: Sterling Publishers, 1972.

7. Malhotra: The Law of Industrial Disputes, NM Tripathi, Bombay 1968.

8. K.M. Subramaniam: Labour Management Relations in India, Bombay: Asia Pub. House, 1967.

9. S. Malik: Industrial Law, Eastern Book Company, Delhi, 1983.

10. S.N.Mishra, Labour and Industrial Laws, Allahabad Law Agency, 1976.

11. C.B. Memoria & S. Memoria: Dynamics of Industrial Relations in India, Bombay: Himalaya Publishing House, 1987.

12. Deepak Bhatnagar: Labour Welfare and Social Security Legislation in India, New Delhi: Deep & Deep 1985.

13. D.C. Sharma and R.C. Sharma: Personnel Management and Industrial Relations, Meerut: SJ Publishers, 1988.

Mapping Matrix of Course MPA (C) – 404

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (**MPA (C) – 404**) assuming that there are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (C) – 404

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA (C) – 404.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA (C) – 404.2	3	3	3	-	-	3	2	3	3	3	2	3
MPA (C) – 404.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA (C) – 404.4	3	3	3	-	-	3	2	3	3	3	2	3
Average	3	3	3	-	-	3	2	3	3	2.5	2	3

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)

Table 3: shows the CO-PSO mapping matrix for a course (**MPA (C) – 404**) assuming that there are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA (C) – 404

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA (C) – 404.1	3	3	3	3
MPA (C) – 404.2	3	3	3	2
MPA (C) – 404.3	3	3	3	3
MPA (C) – 404.4	3	3	3	3
Average	3	3	3	2.75

MPA (E)405-I: PUBLIC PERSONNEL ADMINISTRATION IN INDIA, U.K. AND U.S.A.

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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

Course Outcomes:

Towards the end of this course, the students shall be able

MPA(E) 405.1 Conceptual clarity re. Public personnel Administration, its issues, career systems and other terms covering various aspectsof personnel administration

MPA(E) 405.2 Detailed understanding of the Public personnel system of the Indian personnel administration

MPA(E) 405.3 Learning of basic principles, Challenges of Administrative Structure and Principles of USA Public Personnel System

MPA(E) 405.4 Critical understanding of issues like UK Public Personnel System and processes and Civil Service Reforms

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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

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- Riccucci ,Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
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- 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

Mapping Matrix of Course MPA(E) 405-I

- **Mapping:** Mapping is a process of representing the correlation between COs and POs, COsand PSOs in the scale of 1 to 3 as follows (Table 1):

- *Table 1: Scale of mapping between COs and POs*

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particularPO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

- Same scale may be used to define the correlation between Cos and PSOs

- **Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)** Table 2 shows the CO-PO mapping matrix for a course (MPA(E) 405-I) assuming that thereare 12 POs and 4COs.

- *Table 2: CO-PO Matrix for the Course MPA(E) 405-I*

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MPA(E)-405.1	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E)-405.2	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E)-405.3	3	3	3	-	-	3	3	3	3	2	2	3
MPA(E)-405.4	3	3	3	-	-	3	3	3	3	2	2	3
Average	3	3	3	-	-	3	3	3	3	2	2	3

- *Note: It is not necessary that each CO has a correlation with all the POs.*

- **Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO Mapping Matrix)**

- Table 3 shows the CO-PSO mapping matrix for a course (MPA(E) 405-I) assuming thatthere are 4 PSOs and 4COs.

- *Table 3: CO-PSO Matrix for the Course MPA(E) 404-I*

CO	PSO1	PSO 2	PSO 3	PSO 4
MPA(E)-405.1	3	3	3	2
MPA(E)-405.2	3	3	2	2
MPA(E)-405.3	3	3	3	2
MPA(E)-405.4	3	3	3	2
Average	3	3	2.75	2

MPA (E) 405-II: E-GOVERNANCE

Credit: 04

Max. Marks: 100
Internal Marks: 20
External Marks: 80
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-governmance for better understanding of students.

Course outcomes: (Towards the end of this course, the students shall be able)

MPA (E) 405-II.I Knowledge about the concept, evolution, Models of e-governance concept of

citizen centric governance

MPA (E) 405-II.2 Theoretical and conceptual knowledge of National e-Governance Plan, e-

Governance in Urban Administration and e-Governance in Rural

Development

MPA (E) 405-II. 3 Understanding about the Cases : Electronic Citizen Services, E-Literacy, Digitalization of Land Records: Haryana and E-Disha

MPA (E) 405-II. 4 Facing the challenges in establishing Issues: e-Readiness, e-Governance Critical Factors, Digital Divide

Note: The question paper will consist of nine questions. The candidate shall attempt five questions in all. Question No. 1 will be compulsory. The compulsory question will consist of four short answer type conceptual/thematic questions of equal marks (i.e. 4 marks each) spread over the whole syllabus. The Candidate shall attempt four more questions selecting at least one from each Unit. Each question will carry 16 marks.

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
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- 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.

Mapping Matrix of Course MPA (E) 405-II

Mapping: Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows (Table 1):

Table 1: Scale of mapping between COs and POs

Scale	
1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome
2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome
3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

Same scale may be used to define the correlation between Cos and PSOs

Mapping of Course Outcomes to Programme Outcomes: (CO-PO Mapping Matrix)

Table 2 shows the CO-PO mapping matrix for a course (MPA (E) 405-II) assuming thatthere are 12 POs and 4COs.

Table 2: CO-PO Matrix for the Course MPA (E) 405-II

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
MPA(E) 405-II.1	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 405-II.2	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 405-II.3	3	3	3	-	-	3	2	3	3	2	2	3
MPA(E) 405-II.4	3	3	3	-	-	3	2	3	3	2	2	3
Average	**3**	**3**	**3**	**-**	**-**	**3**	**2**	**3**	**3**	**2**	**2**	**3**

Note: It is not necessary that each CO has a correlation with all the POs.

Mapping of Course Outcomes to Programme Specific Outcomes: (CO-PSO MappingMatrix)

Table 3: shows the CO-PSO mapping matrix for a course (MPA (E) 405-II) assuming thatthere are 4 PSOs and 4COs.

Table 3: CO-PSO Matrix for the Course MPA(E) 405-II

CO	PSO 1	PSO 2	PSO 3	PSO 4
MPA(E)-404-II.1	2	3	3	2
MPA(E)-404-II.2	3	3	3	3
MPA(E)-404-II.3	3	3	3	3
MPA(E)-404-II.4	3	3	3	3
Average	**2.75**	**3**	**3**	**2.75**