

# **NOIDA INTERNATIONAL UNIVERSITY**



## **SCHOOL OF LIBERAL ARTS**

### **Department of Public Administration**

## **COURSE STRUCTURE OF POST-GRADUATE PROGRAMME**

### **M.A. (Public Administration)**

**Effective from Academic year 2019-2020 and onwards**

## **PREAMBLE**

The Learning Outcomes based Curriculum prepared for the M.A. Public Administration subject primarily intends to help the learners in understanding the objectives of studying an postgraduate Programme and specifically the discipline of Public Administration. This curriculum will help them in understanding, critically engaging, analysing and appreciating the societal and market relevance of the discipline of Public Administration. It is worth mentioning here that the M.A.Public Administration Undergraduate Program framed as per the LOCF Guidelines under CBCS is a model for reference and the Higher Education Institutions conducting such academic programmes will have enough freedom in incorporating suitable modifications keeping in view the global, national and regional contexts and skill requirements for various employment sectors. Moreover, the list of readings, web resources, reports etc. are only indicative and do not pre-empt further exploration. The learning outcomes of the various courses and the whole programme are modifiable keeping in view the advancement in the related fields of knowledge or practice and the changing requirements of the stakeholders, which are complex, diverse and culturally specific. The academic entities offering the M.A.Public Administration programme are expected to encourage their faculty to adopt the suggested prelogical innovations, in addition to teaching/learning processes recommended, so that the intended Course/ Programme learning outcomes can be achieved.

### **Aim of M. A. Public Administration**

The overarching aims of the M. A. Public Administration are to:

- Provide students with learning experiences that develop broad knowledge and understanding of key concepts of Public Administration and equip them with advanced knowledge and understanding for analyzing and performing the tasks concerning public affairs;

- Master of Public Administration is a professional degree for those who seek leadership positions in public service.
- The students will learn the skills and techniques to design and implement policies, projects and programs to provide vital daily services and address important societal problems while attending to the day to day administrative issues in organizations. Students will be prepared for leadership and management positions in the public and non-profit sectors, at local, state and national levels with an emphasis on the development of effective and ethical management of organizations.

- Develop students' ability to apply the acquired knowledge and skills to the solution of specific theoretical and applied problems in Public Administration settings;

- To provide opportunities for all-round development of the students and excellence in higher education, research and extension in the field of public service values and professional ethics.

- Develop abilities in students to come up with innovative prescriptions/solutions for the benefit of society, by diligence, leadership, team work and lifelong learning;

- Provide students with skills that enable them to get employment in public, private, nongovernmental sectors; pursue higher studies; participate in quality research assignments.

- To develop the student's ability to integrate theory and practice.

## **Learning Outcomes based Curriculum Framework (LOCF) for Public Administration under CBCS**

M.A. Public Administration is a theoretical and application oriented academic program which needs to develop specialized knowledge and skills among the graduates to engage themselves in Public governance and its related activities. In recent years, mega developments like information and communication technology, liberalization, privatization, globalization, decentralization and growing role of the civil society have impacted the role of the state and its agencies. It has changed the citizens' interface with the governance and market forces. Innovative citizen-centric practices in governance have been adopted across the world. The concerns for good governance and citizen centric governance have become important objectives in addition to the traditional narratives of efficiency, economy and effectiveness. Policy process and performance have become the central theme of intellectual debate and discourse.

This kind of all-round transformation has created the need for well informed and proficient manpower for discharging regulatory responsibilities and delivering a set of quality services to the satisfaction of the citizens. This manpower can be developed only with flexible, adaptive and progressive training programs. The key areas of study within the subject area of M. A. Public Administration comprise compulsory courses on Administrative Theory, State and Government, Indian Government & Administration, Public Personnel Administration, Organizational Behaviour.

### **Learning Outcomes Based Approach to Curriculum Planning:**

The learning outcomes-based approach implies that when an academic program is planned, desirable learning outcomes are identified and considered in the formulation of the program. Course contents, learning activities and assessment types are designed to be consistent with the achievement of desired learning outcomes. The learning outcomes are in terms of knowledge, professional attitude, work

ethics, critical thinking, self-managed learning, adaptability, problem solving skills, communication skills, interpersonal skills and group/team work. At the end of a particular course/program, assessment is carried out to determine whether the desired outcomes are being achieved. This outcome assessment provides feedback to ensure that elements in the teaching and learning environment are acting to nurture, with the aim to facilitate the desired outcomes. The expected learning outcomes are used as reference points that would help formulate graduate attributes, qualification descriptors, program learning outcomes and course learning outcomes which in turn help not only in curriculum planning and development, but also in delivery and review of the academic program.

### **Program Learning Outcomes of M. A. Public Administration**

The learner who completes three years Postgraduate program in Public Administration would earn an Honours degree in the discipline. The learning outcomes that a student should be able to demonstrate on completion of this Hons. degree level program would involve academic, behavioural and social competencies:

- Students will be able to define public administration and list its nature and scope.
- Students will be able to differentiate between public and private administration.
- Students will be able to evaluate the origin of public administration as a discipline.
- Students will be able to examine the contribution of Elton Mayo, Herbert Simon, and F.W. Taylor on the development of administrative thought and their influence on the structure and process of administrative organizations.
- Students will be able to differentiate between the agencies of government based on their work and nature.

- Students will also be able to evaluate the conditions of decision-making, types and decision making.
- The students will be able to evaluate the interrelatedness of all the different aspects of government business, including their local, regional and international dimensions with special emphasis on efficiency and effectiveness.
- Students will be able to explain structures and process of public organizations and how they are managed within the context of national and international government business practices, economic and political organizations which form the business environment
- Students will be able to explain communication process, types and barriers in public organizations.

### **Learning Specific Outcomes**

Some distinct and new learning outcomes have been incorporated from each course such as to:

- To provide the students a deeper and broader understanding of the subject.
- To encourage students to acquire knowledge ,skills and capabilities arising from the need for a more efficient and effective public administration.
- To enhance their research ability to add new thinking and concept into its body of knowledge.
- To equip the students for seeking suitable employment ability.
- To impart knowledge and develop understanding of research methodology and its application for research relevant to problems of governance.
- Use ethical leadership in transparent, accountable decision making for the common good.

## **COURSE STRUCTURE**

The aims of M.A Public Administration are achieved by Compulsory Courses and Optional Courses. The Compulsory Courses are essential to provide basic knowledge of a discipline and framed to promote common educational premises for the same. The specialized courses, on the other hand, allow the students to acquire knowledge in various specializations and subject combinations as per the UGC requirements. The courses are planned in a manner that the compulsory or foundational courses along with courses focusing on skill, with a wide range of application, are covered during the first two years of the undergraduate program. Specialized courses to prepare students to build professional competence can be introduced in later semesters. The focus of this course is on the theories that have shaped the emergence of modern systems of governance and their related structures and processes. These include Western and Non-Western traditions. The course has a clear normative thrust inasmuch as it seeks to clarify what can be the prerequisites for promoting effective and just administration at the local and national levels. It is pertinent to understand that the educational institutions in India have varied level of physical infrastructure, faculty strength, academic resources and availability of expertise; therefore, the basket of courses or specialized courses of discipline to be offered to students would vary from institution to institution. Efforts need to be made to provide diversity of courses and specializations in order to develop necessary skills to enhance employment opportunities. Community engagement may be incorporated through socially driven small scale research projects, workshops, field training exercises and simulations utilizing currently available knowledge systems and technological facilities. The credit system used in this curriculum requires 40- 50 hours (minimum) of active academic engagement for one course in one semester.

**1<sup>st</sup> Semester**

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-101	Administrative Theory	3	1	0	4	40	60	100
2	MPA-102	State and Government	3	1	0	4	40	60	100
3	MPA-103	Public Personnel Adm.	3	1	0	4	40	60	100
4	MPA-104	Organizational Behaviour	3	1	0	4	40	60	100

**II Semester**

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-201	Administrative Thought	3	1	0	4	40	60	100
2	MPA-202	Indian Govt. & Administration	3	1	0	4	40	60	100



3	MPA-203	Public Policy & Analysis	3	1	0	4	40	60	100
4	MPA-204	Financial Administration	3	1	0	4	40	60	100

### III Semester

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-301	Comparative & Development Administration	3	1	0	4	40	60	100
2	MPA-302	Social Welfare Administration	3	1	0	4	40	60	100
3	MPA-303	Rural & Urban Local Govt. in India	3	1	0	4	40	60	100
4	MPA-304	Research Methods & Techniques	3	1	0	4	40	60	100

### IV Semester

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-401	Management of Public Enterprises	3	1	0	4	40	60	100
2	MPA-402	Issues in Public Administration	3	1	0	4	40	60	100
3	MPA-403	International Administration	3	1	0	4	40	60	100

4	MPA-404	Dissertation and Viva-Voce	3	1	0	6	60	40	100

**Grand Total: 1600**

**Total Credit: 66**

## **COURSE STRUCTURE OF POST-GRADUATE PROGRAMME**

### **M.A. (Public Administration)**

**Effective from Academic year 2019-2020 and onwards**

#### **General Introduction of the Syllabus:**

Public administration is the backbone of modern statehood. No public policy can conceivably be implemented without it. The nature and the performance of public administration are thus key to both the understanding and the improvement of any government activity. The present course introduces to the basic properties and roles of public administration. This is done through both a systematic overview and readings of classic contributions to the field. The chosen approach takes into account that, on the one hand, public administration is an indispensable tool of government regardless of the nature of the political system but that, on the other hand, some of its key-functions do require robust state structures and standards of transparency that are inseparably connected to constitutional democracy and the rule of law. Reliability, efficiency, professionalism or law-based routines can only flourish in a corruption-free and non-arbitrary political environment, let alone impartiality, responsiveness, responsibility, neutral auditing and independent court control. Both those normative standards and how to manage administrative bodies in an imperfect environment are topics to be addressed. Subjects include public administration as a tool of government and a political integrator, autonomy and responsiveness, accountability and responsibility, public ethics, public administration as an arena and as organized anarchy or as a learning and unlearning organization, variants of external and internal politicization as well as types of bureaucrats and bureaucratization and the problem of organizational complexity.

**General Scheme of the Syllabus:**

There will be four papers in each semester, one dissertation during the last semester and a comprehensive viva-voce at the end of the last semester. The papers in the all four semesters will constitute the core element, common to all students who undergo the same course. Papers in the final semester will have the optional component with fourth paper, which will be vary for the students who have secured lower grades. Students with low grades have to write an additional paper code 404(as mentioned in the syllabus of semester IV) instead of submitting the Dissertation.

The M.A. (Public Administration) is divided into two parts as under. Each part will consist of two semesters.

<b>Part-I</b>	<b>First Year</b>	<b>Semester I</b>	<b>Semester II</b>
<b>Part-II</b>	<b>Second Year</b>	<b>Semester III</b>	<b>Semester IV</b>

**1<sup>st</sup> Semester**

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-101	Administrative Theory	3	1	0	4	40	60	100
2	MPA-102	State and Government	3	1	0	4	40	60	100
3	MPA-103	Public Personnel Administration	3	1	0	4	40	60	100
4	MPA-104	Organizational Behavior	3	1	0	4	40	60	100

**2<sup>nd</sup> Semester**

S. No	Paper Code	Paper Name	L-T-P			Credits	Scheme of Marks		
							Internal Marks	External Marks	Total
1	MPA-201	Administrative Thought	3	1	0	4	40	60	100
2	MPA-202	Indian Government and Administration	3	1	0	4	40	60	100

3	MPA-203	Public Policy & Analysis	3	1	0	4	40	60	100
4	MPA-204	Financial Administration	3	1	0	4	40	60	100

**3<sup>rd</sup> Semester**

S. No	Paper Code	Paper Name	L-T-P				Credits	Scheme of Marks		
								Internal Marks	External Marks	Total
1	MPA-301	Comparative and Development Administration	3	1	0	4	40	60	100	
2	MPA-302	Social Welfare Administration	3	1	0	4	40	60	100	
3	MPA-303	Rural and Urban Local Government in India	3	1	0	4	40	60	100	
4	MPA-304	Research Methods and Techniques	3	1	0	4	40	60	100	

**4<sup>th</sup> Semester**

S. No	Paper Code	Paper Name	L-T-P				Credits	Scheme of Marks		
								Internal	External	Total

							<b>Marks</b>	<b>Marks</b>	
1	MPA – 401	Management of Public Enterprises	3	1	0	4	40	60	100
2	MPA – 402	Issues in Public Administration	3	1	0	4	40	60	100
3	MPA – 403	International Administration	3	1	0	4	40	60	100
4	MPA – 404	Dissertation and Viva Voce				6	60	40	100

**Grand Total -**

**1600 Total**

**Credits - 66**

L: Lecture hours; T: Tutorial hours; P: Laboratory/ Practical hours;

Internal Marks include class tests, Assignments, Presentations and Attendance.

## **SEMESTER-I**

**Course Name: ADMINISTRATIVE THEORY**

**Course Code: MPA-101**

**Course Credit Hour:4**

**Total Contact Hour:160**

### **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 New Public Administration, New Public Management etc. The paper will also cover various theories of organization.

### **Course Description:**

Administrative theory establishes the theory base for the field of public administration by introducing students to a comprehensive set of historical and current theories, concepts, and approaches in public administration. This theory base is vital to public administrators, because they must achieve results through the management of public and nonprofit organizations, and understanding the theoretical perspective of organizations, behavior, and management can help to achieve successful results. The course will focus on theory in readings, and it will incorporate the application of theory in class discussions about current events, case study exercises and class papers. In the end, students should have a greater understanding of administrative theory and be able to apply it to the practice of public administration.



## **Course Content:**

### **Unit I:**

- Nature, Scope and Role of Public Administration in Developed and Developing Countries.
- Evolution of Public Administration, New Public Administration: Concept, and Salient Features.
- New Public Management.

### **Unit II:**

- Classical Approach: Concept and Meaning of Classical Approach.
- Significance of Classical Approach, Scientific Management (Taylor): Features.
- Significance, Fourteen Points of Management of FW Taylor.
- Henry Fayol, Luther Gullick and Lyndal Urwick Theories of Scientific Management.

### **Unit III:**

- Basic concept and Principles of Organization.
- Hierarchy, Span of Control, Unity of Command.
- Authority, Power, Responsibility, Delegation, Supervision, Communication.
- Centralization and Decentralization.

### **Unit IV:**

- Administrative Behavior: Decision.
- Making, Leadership: Features of leadership, Motivation & Communication.
- Formal and Informal Communication.
- Structure of Organization: Chief Executive - Role and Functions.

- Line and Staff Agencies.

**Course Learning Outcome:**

After studying this course, the students will be able to:

- Students will be able to define public administration and list its nature and scope.
- Students will be able to differentiate between public administration and new public administration.
- Students will be able to evaluate the origin of public administration as a discipline.
- Conceptualize the theoretical foundations of Administrative thought of Modern (Woodrow Wilson) periods.
- Analyse the important Principles of Scientific Management and Administration developed by Henry Fayol, F.W.Taylor, Luther Gulick and Lyndall Urwick.

**List of Readings:**

1. Felix, A. Nigro and C. Nigro Modern Public Administration (New York: Lloyd Harper and Row, 1984)
2. John Pffiffer and Frank Sherwood Administrative Organization (New Delhi: Prentice Hall, 1984).
3. Laxmikanth. M; Public Administration; Tata McGraw Hill's.
4. Mohit Bhattacharya Public Administration (Calcutta:World Press, 2000).
5. Ramesh, K. Arora (ed.) Perspective in Administrative Theory (New Delhi: Associated, 2008).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%

Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **Course Name: STATE AND GOVERNMENT**

**Course Code:MPA-102**

**Course Credit Hour:4**

**Total Contact Hour:160**

### **Course Objective:**

This paper attempts to familiarize the students to become informed voters, to understand their Constitutional rights, to know their responsibilities under the law and to think about how processes can be improved to benefit society. Learning about government provides a foundation for making informed choices in elections.

### **Course Description:**

This course is an introduction of state and local governments. The course is designed to help you better understand the political institutions and processes of subnational governments. These governments have vastly increased their policy responsibilities and are the most involved in their citizens' day-to-day lives. The general approach to this topic is comparative in nature, that is, the focus is on the variation among regional governments in an attempt to come to some understanding of why these differences exist and what effect they have on government decision making.

### **Course Content:**

#### **Unit I:**

- State: Meaning and Elements Nature.
- Functions of State.
- Origin of State (Social Contract Theory: Thomas Hobbes, John Locke, JJ Rousseau's view on Social Contract Theory, Evolutionary Theories).
- Liberal and Marxist Perspectives on State; Sovereignty.

## **Unit II:**

- Liberty: Meaning and kinds.
- Equality: Meaning and Types of Equality.
- Justice: Meaning, Definition and Kinds.
- Rights: Concept and Significance of Rights.
- Democracy: Meaning and Kinds.
- Constitutionalism: Meaning and Concepts.

## **Unit III:**

- Forms of Government Meaning.
- Democratic and Non Democratic.
- Parliamentary & Presidential, Unitary.
- Federal Organs: Legislature Executive Judiciary, (Functions and Role).
- Political Parties: Types & Functions.
- Elections and Electoral Reforms.

## **Unit IV:**

- Political Legitimacy: Types, Forms and Sources.
- Political Development: Meaning and Kinds.
- Political Culture; Meaning and Agents.
- Political Socialization: Definition, Agents.

**Course Learning Outcome:**

Student will gain a familiarity and understanding of the state and government. At the end of the course student will be able to:

- Think critically about the meaning, nature, function of state.
- To study the origin of State with various philosophical perspectives.
- Appreciate the broader concepts of liberty, equality, justice democracy, and rights within the constitutional context.
- Recognize the various forms of government.
- Think about political development and political culture and political socialization.

***List of Readings:***

1. Agarwal; R.C; Political Theory (Principles of Political Science); S. Chand Publications.
2. Jauhari; J.C; Concepts of Political Theory, S. Chand Publications, New Delhi.
3. Kapur; A.C; Principles of Political Science, New Delhi.
4. Amal Ray & Mohit Bhattachariya, Political Theory, New Delhi.
5. Eddy Ashirvadham, Introduction to Political Theory, New Delhi.

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



## **Course Name: PUBLIC PERSONNEL ADMINISTRATION**

**Course Code:MPA-103**

**Course Credit Hour:4**

**Total Contact Hour:160**

### **Course Objective:**

The syllabus of the paper attempts to familiarize the students with the concept of Public Personnel Administration, cover system in India and various aspects of Human Resource Development and Rules of Services and the Negotiation Machinery.

### **Course Description:**

Personnel Administration is an important area in the study of Public Administration. It is called by different names such as Personnel Management, Manpower Management, Labour Management, Labour Relations, Industrial Relations, Employees Relations, Human Resource Management, etc. this study of Personnel Administration became popular from 1930s. Let us discuss in this lesson the meaning nature scope of Public Personnel Administration.

### **Course Content:**

#### **Unit I:**

- **Public Personnel Administration:** Meaning, Nature.
- Scope and Significance of Public Personnel Administration.
- Evolution of Public Personnel Administration.
- Functions of Personnel Administration.
- Personnel Policies.

## **Unit II:**

### **Bureaucracy: Meaning, Features.**

- Types of Bureaucracy.
- Role of Bureaucracy in Democratic System.
- Neutrality vs. Commitment.
- Neutrality between Classes and Cultural Groups.
- Anonymity.
- Generalist and Specialist Debate.

## **Unit III:**

- **Classification of Services:** Position and Rank Classification.
- Recruitment and Recruitment Agencies - UPSC and SPSCs.
- Composition, Powers and Functions of UPSC and SPSCs.
- Training: Meaning, Significance.
- Types, Promotion: Meaning and Types

## **Unit IV:**

- Service Conditions and Discipline.
- Accountability and Transfer.
- Integrity in Administration.
- Performance Appraisal.
- Retirement Benefits.
- Employer - Employee Relations.

**Course Learning Outcome:**

The students will gain familiarity with details relating to:

- Meaning and Definition of Personnel Administration.
- Evolution and Development of Personnel Administration.
- Nature of Personnel Administration.
- Scope of Personnel Administration.
- Significance and need for reforms of Personnel Administration.

***List of Readings:***

1. Edwin B. Flippo Principles of Personnel Management (McGraw Hill, Kogakusha, 1984).
2. John E. Rouse (ed.) Public Administration in American Society (Michigan: Gale Research).
3. United Nations New Approaches to Personnel Policy for Development (New York.).
4. A.P. Saxena Training and Development in Government (New Delhi.).
5. H. Koontz and Cyril O'Donnell Principles on Management, (Tokyo: McGraw Hill, 2004)

- Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **Course Name: ORGANIZATIONAL BEHAVIOUR**

**Course Code:MPA-104**

**Course Credit Hour:4**

**Total Contact Hour:160**

### **Course Objective:**

This paper has been introduced to make the students of Public Administration aware of the behavior of human being in an organization for which the course will cover organizational aspects. The aim is to inculcate the ability to apply multifunctional approach to Organizational objectives.

### **Course Description:**

This course is designed to provide students with a foundational understanding of the history and development of Organisational Behaviour (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviours of individuals and groups influence the culture, design, ethics, learning and structure of an organisation. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

### **Course Content:**

#### **Unit I: Understanding Human Behavior and Basic Concepts**

- The concept, Nature and Significance of Human Behavior.
- Factors Effecting Human Behavior.
- Organizational Behavior: Definition, Concept and Importance.
- Determinants and Models of Organizational.
- Relationship between Organizational theory and Organizational Behavior.

## **Unit II: Approaches to the study of Organizational Behavior**

- Approaches to Organizational Behavior.
- Human Resources Approach.
- Contingency Approach.
- Productivity Approach.
- System Approach.

## **Unit III: Organizational Dynamics**

- Organizational Change and Development.
- Concept, Need, Resistance Change Process and Forces of Change.
- Organizational Development: Concept and Objectives. Organizational Effectiveness.
- Concept, Sources, Factors.
- Models of Organizational Effectiveness.

## **Unit IV: Motivation Theorists**

- Motivation and Behavior.
- Concept and Sources.
- Theories of Motivations - Abraham Maslow and Douglas M.C. Gregor.
- Fredric Herzberg's and M.C. Cllelland's Theories of Motivation.

**Course Learning Outcome:**

- To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.
- To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
- To critically evaluate and analyse various theories and models that contributes in the overall understanding of the discipline.
- To develop creative and innovative ideas that could positively shape the organizations.
- To accept and embrace in working with different people from different cultural and diverse background in the workplace.

***List of Readings:***

1. S.S.Khanka, Organizational Behavior, S.Chand Publications.
2. Keith Davis, John W. Newstrom et al Organization Behavior: Human Behavior at Work (New York: McGraw Hill, 1998).
3. Stephen P. Robinson: Organizational Behavior, 11th edition, New Delhi- 110001 Prentice - Hill of India Pvt.Ltd., 2007
4. Nigel Nicholson Encyclopedic Dictionary of OB (London: Blackwell Publishers, 1998).
5. L.M.Prasad: Organizational Behavior, New Delhi, Sultan Chand & Sons educational Pub., 2001.

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



## **Old Paper 2017-2019**

### **MPA-104: PRINCIPLES OF ORGANIZATION AND MANAGEMENT**

#### **Course objective:**

This paper has been introduced to make the students of Public Administration aware of the behavior of human being in an organization for which the course will cover organizational aspects like goals, teams, leadership, groups, structure, effectiveness and development of organizations in relation to Public Administration and as well as to provide an understanding of basic concepts and principles of management. The aim is to inculcate the ability to apply multifunctional approach to Organizational objectives.

#### **Unit I:**

- Understanding of Human Behavior.
- The concept, Nature and Significance of Human Behavior.
- Factors Effecting Human Behavior.
- Organizational Behavior: Definition, concept and Importance.
- Organizational Goals: Concept & Types.

#### **Unit II:**

- Nature, Scope and Significance of Management.
- Management and Administration.
- Levels of Management.
- Evolution and Development of Management Thought.

**Unit III:**

- Motivation: Concept and Theories.
- Hierarchy of Needs Theory and Herzberg's Two Factor Theory.
- Learning, Perception and Personality.
- Leadership, Group Dynamics: Concept, Types.
- Dynamics of Group Formation.
- Introduction to team, Organizational Change and Development.

**Unit IV:**

- Management: Meaning and Definition.
- Processes and Functions.
- Planning and Organizing.
- Staffing and Reporting.
- Coordinating and Directing
- Budgeting, Controlling.

**List of Reading:**

1. S.S. Khanka, Organizational Behavior, S. Chand Publications, New Delhi.
2. R.S.N. Pillai and S. Kala; Principles and Practices of Management, S. Chand Publications, New Delhi.
3. L.M. Prasad; Organizational Behavior, New Delhi.
4. C.B Gupta; Management Principles, Mittal Publications, New Delhi.

## Sem-II

### Course Name: ADMINISTRATIVE THOUGHT

Course Code:201

Course Credit Hour:4

Total Content Hour:160

This paper will familiarize the students with the basic concepts and thoughts given by different thinkers. In addition, the course will also cover new areas and new developments in the field of Public Administration. The paper will also cover various theories given by various thinkers.

#### **Course Description:**

Administrative thought establishes the thought base for the field of public administration by introducing students to a comprehensive set of historical and current theories, concepts, and approaches in public administration. Thoughts of various thinkers like Kautilya, Woodrow Wilson, Gulick and Urwick, M.P. Follet, Elton Mayo, Herbert Simon, C.I. Barnard, Max Weber Maslow, Douglas Mc. Gregor, Herzberg, Y. Dror, Peter Drucker, William Ouchi, Karl Marx etc. will help a lot to understand the viewpoint of different thinkers about organization. In the end, students should have a greater understanding of administrative theory and be able to apply it to the practice of public administration.

#### **Course Content:**

##### **Unit I:**

- Kautilya: Political and Economic Principles.
- Woodrow Wilson: View on Public Administration.
- Administration and Politics as two different domains.
- Gulick: Classical Approach.
- Urwick: Principles of Organization.

**Unit II:**

- M.P. Follet: Conflict in Organization.
- Concept of Power, Authority and Control.
- Elton Mayo: Hawthorne Experiment.
- Herbert Simon: Decision Making Process.
- C.I. Barnard: Concept of Organization.
- Max Weber: Theory of Bureaucracy.

**Unit III:**

- Abraham Maslow: Hierarchy of Needs.
- Douglas Mc. Gregor: Theory X and Theory Y.
- Herzberg, Motivation-Hygiene Theory, Job Enrichment.
- Chris Argyris: Human Personality
- Interpersonal Competence.

**Unit IV:**

- Y. Dror: Public Policy Approach.
- Peter Drucker: Concept of Modern Management.
- William Ouchi: Conceptual Framework of New Public Administration.
- Changing Role of New Public Administration.
- Karl Marx: Class Struggle and Dialect Materialism.

### **Course Learning Outcomes:**

After studying this course, the students will be able to:

- Conceptualize the theoretical foundations of administrative thought of Modern (Woodrow Wilson) periods.
- Analyse the important principles of scientific management and administration developed by Henry Fayol, F.W. Taylor, Luther Gulick and Lyndall Urwick.
- Students will have the analytical ability to see, understand, and appreciate theories, issues, and problems from more than one theoretical perspective. You should be able to engage, in the process of careful, rigorous and systematic thinking at both abstract (theoretical) and concrete (practical) levels. You should have the ability to both present and respond to theories and practical situations.
- Students will understand core descriptive, normative, and predictive theories of administrative structure, systems, and processes so that you see public organizations from a theoretically informed point of view. You will also understand that there is not one organization theory, but several which may be applicable to an organization depending on your perspective.

### ***List of Readings:***

1. D.S. Pugh, D.J. Hickson and C.R. Hinings Writers on Organizations (Harmonds worth: Penguin, 2007).
2. David Silverman, The Theory of Organizations (London: Heinemann, 1971).
3. Peter M. Blau, Bureaucracy in Modern Society (New York: Random House, 1987).
4. Amitai Etzioni, Modern Organizations (New Delhi: Prentice Hall, 1964).
5. V.L. Allen Social Analysis, (London: Longman).

6. Nicbs. P. Mouzelis Organization and Bureaucracy-An Analysis of Modern Theories, (London: Routledge, June, 2006).
7. Dwight Waldo, The Administrative State, (New York: Ronald, Transaction Publishers, Dec., 2006).
8. Danniell. A. Wren, The Evolution of Management Thought (New York: Ronald, John Wiley, 4<sup>th</sup> edition 1993).
9. Bertram Gross, The Managing of Organizations (New York: Free Press).
10. D. Ravindra Prasad, V.S. Prasad, Administrative Thinkers (New Delhi: Sterling, 2008).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **Course Name: INDIAN GOVERNMENT AND ADMINISTRATION**

**Course Credit Hour:4**

**Course Code:MPA-202**

**Total Contact Hour:160**

### **Course Objective:**

This paper attempts to familiarize the students of Public Administration with the basic features of Indian Constitution, particularly those having relevance for the administrative set up in India. The paper also covers the administrative set up and structure at central, State and District level.

### **Course Description:**

Present course focuses on evolution of Indian administration, Constitutional development and features of Indian Constitution. The Constitution of India which came into force on January 26, 1950 incorporates not only the goals and objectives of administration in India but also incorporates provisions relating to the administrative set-up both at the union level and at the state level. This was done with a view to having a uniform administrative set-up for the entire country. The Indian Constitution creates the offices of the President, the Vice-President, the Prime Minister, the Council of Ministers, and the Supreme Court of India.

### **Unit I:**

- Evolution of Indian Administration: Mauryan.
- Mughal, British Period and British Legacies.
- Constitutional Development.
- Indian Constitution: Preamble, Nature.
- Salient Features; Salient Features of Indian Administration.



## **Unit II:**

### **Central Executive:**

- The President: Powers and Functions.
- The Prime Minister: Powers and Functions.
- The Council of Ministers: Powers and Function.
- Union Legislature – Lok Sabha and Rajya Sabha: Composition and Functions.
- State Executive: The Governor: Powers and Functions.
- Chief Minister: Powers and Function.
- he Council of Ministers: Powers and Functions.
- Judiciary: Supreme Court.

Judicial Review and Judicial activism.

## **Unit III:**

- Central Administration: Central Secretariat: Structure & Functions.
- Cabinet Secretariat: Structure & Functions.
- Cabinet Secretary; Prime Minister's Office (PMO).
- Ministries & Department (Home Affairs & HRD).
- Control over Indian Administration.

#### **Unit IV:**

- State/Divisional/District & Local Administration (With Reference to Uttar Pradesh).
- State Secretariat: Structure & Functions; Chief Secretary.
- State Secretariat Vs Directorate.
- Divisional Administration & The Commissioner.
- District Administration: District magistrate: Functions.
- Role; Local Administration.

#### **Course Learning Outcome:**

- Students would be able to know about the evolution of Public Administration, Salient features and growth of Indian Constitution.
- Students would be able to analyze effectively the role and function of Central and State executives.
- Students would be familiar with the composition and function of central administration, functions of Central Secretariat and control over administration.
- Students would gain better understanding about the functioning of State/Division/District and Local Level.

#### ***List of Readings:***

1. Avasthi and Avasthi Indian Administration (Agra: Luxmi Narain Aggarwal).
2. Hoshiar Singh (ed.) Indian Administration (Jaipur: Aalekh Publishers, KitabMahal Distributors, 1998).
3. IqbalNarain (ed.) State Politics in India (Meerut, Meenakshi).

4. Mahinder Singh and Hoshiar Singh, Public Administration in India (New Delhi: Sterling Publishers, 1995).
5. Ramesh K. Arora and Rajni Goyal, Indian Public Administration (New Delhi: Vishwa Parkashan, 2007).
6. Sriram Maheshwari Indian Administration (New Delhi: Macmillan, 6th edition, 2001).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



**Course Name: PUBLIC POLICY AND ANALYSIS**

**Course Code- MPA-203**

**Course Credit:4**

**Total Content Hour: 160**

**Course Objective:**

This core course on Public Policy comprehensively introduces the concept and significance of public policy, the history of policy sciences and the public policy process. At the end of the course the student will have an understanding of the growth of policy sciences, the significance and different stages of the public policy process in terms of the theoretical formulations as well as the working of this process with special reference to India.

**Course Description:**

This course provides an understanding of the origins of Public Administration as a discipline, leading thinkers of public administration. Describes how the philosophies of leading administrative thinkers apply to the public sector, practical application of the governance in the public sector. It also presents a brief overview of developing and developed nation's efforts towards good governance in the public sector at all levels. The issues and problems in administration in the public sector will also be discussed at length, thus, through this course the students come to know about the ways to overcome barriers to ensure efficiency and effectiveness in the public Sector.

**Course Content:**

**Unit I:**

- **Public Policy:** Introduction: Meaning, Nature, Scope and Significance.
- Types and Models of Public Policy.
- Institutional Development for Policy.

- Policy Science: Policy Sciences: Nature, Scope.
- Utility, Policy Change.
- Policy Cycle.

## **Unit II:**

Policy Formulation: Structure and Process, Role of Various Agencies: Role of Civil Society, Role of Governmental and Non-Governmental Organizations, Constraints in Policy Formulation.

## **Unit III:**

- **Policy Implementation:** System and Models.
- Role of Various Agencies, Problems.
- Monitoring of Public Policy: Importance.
- Approaches of Public Policy.
- Methods of Public Policy.
- Constraints and Remedial Measures.

## **Unit IV:**

**Policy Analysis, Evaluation and Impact:** Understanding Policy Evaluation.

- Ascertaining Policy Impact.
- Evaluation techniques: Social Cost Benefit Analysis.
- Input - Output Analysis.
- Forums for Evaluation-Parliamentary Committees.
- Public Enquiry Commissions.

### **Course Learning Outcome:**

The main learning outcome of this course will be as follows:

- Students will be able to define public policy and list its nature and scope.
- Students will be able to find out types and models of public policy.
- Students will be able to evaluate the policy formulation, structure and process.
- Students will be able to examine the contribution of various departments in Policy implementation.

### ***List of Readings:***

11. Anderson, James E Public Policy Making (New York: Houghton Mifflin Co., Sixth ed., 2005)
12. Ayyar, Vaidyanathan R V Public Policy Making in India (N. Delhi: Pearson, 2009) Basu, D.D. Constitution of India (New Delhi: Prentice Hall of India, 20th Edition).
13. Dubhashi, P.R Policy and Performance (New Delhi: Sage Publications, 1986).
14. Dye, Thomas Understanding Public Policy (New Delhi: Pearson Education Singapore (Pte) Ltd., 2002).
15. Madan, K.D. et. al. Policy Making in Government (New Delhi: Publications Division, Government of India, 1982).
16. Mathur, Kuldeep Development Policy and Administration (New Delhi: Sage, 1996).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



Course Name: **FINANCIAL ADMINISTRATION**

**Course Credit Hour:4**

**Total Contact Hour:160**

**Course Code:MPA-204**

**Course Objective:**

As per the definition given by the USA Census department, Financial Administration involves all the activities of finance and taxation. Includes central agencies for accounting, auditing, and budgeting; the supervision of local government finances; tax administration; collection, custody, and disbursement of funds; administration of employee-retirement systems; debt and investment administration; and the like. So, in simple words Financial Administration is an all- encompassing term for all those functions/ operations having the objective to make funds and finance available to the government for its duties and responsibilities to be carried out smoothly and also all those activities that ensure the lawful and efficient use of those funds/finance.

**Course Description:**

The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

It aims to evaluate the role of Public Administration in different dimensions of developments like social, economic, political and national developments. It tries to understand the complex relationship between development and environment and also examines the role of voluntary associations in development and mechanisms and conditions of participatory development.

## **Course Content:**

### **Unit I:**

- **Financial Administration:** Meaning, Scope & Significance.
- Principles of Financial Administration.
- Evolution of Financial Administration.
- Ecology of Financial Administration.
- Finance Commission Planning & Planning Machinery.
- National Development Council (NDC).

### **Unit II:**

- **The concept of Budget:** Economic & Social implication of Budget.
- Budgetary Principles; Budgetary Process Preparation.
- Enactment and Departmental Standing Committees and Execution.
- Types and Techniques of Budget.
- Line-Item Budget.
- Performance Budgeting, PPBS, ZBB.
- Gender Budgeting.

### **Unit III:**

- Public Finance - Public Revenue, Public Expenditure, Public Debt.
- Fiscal Federalism in India; Fiscal Deficit and Deficit Financing.
- Monetary Policy & Reserve Bank of India.
- Functions & Role of World Bank & IMF (with special reference to India).

## **Unit 1V:**

- **Accounting**, Auditing; Comptroller & Auditor General of India.
- Post Budgetary Control of Finance Ministry.
- Parliamentary Control; Parliamentary Committees.
- Estimate Committee.
- Public Account Committee.

### **Course Learning Outcomes: s**

**Describe the meaning and significance evolution of Financial Administration.**

- Explain about the Agencies of Financial Administration
- Discuss about budget its Formulation, Enactment and Execution
- Describe about Public Enterprises Autonomy and Accountability
- Familiarization with the concepts of development and underdevelopment
- Understanding the basic dimensions of Development Administration
- Focused analysis of role of bureaucracy in Accounting/Auditing of budget.

### ***List of Readings:***

1. Higgs, Robert (2008). "Government Growth". In David R. Henderson (ed.). Concise Encyclopedia of Economics (2nd ed.). Indianapolis: Library of Economics and Liberty. ISBN 978-0865976658. OCLC 237794267.
2. Seater, John. J, (2008). "Government Debt and Deficits" In David R. Henderson (ed.). Concise Encyclopedia of Economics (2nd ed.). Indianapolis: Library of Economics and Liberty. ISBN 978- 0865976658. OCLC 237794267.
3. Thavraja, M.J.K, Financial Administration of India, Sultan Chand & Sons, New Delhi,

1994.

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **SEMESTER- III**

**Course Name: COMPARATIVE AND DEVELOPMENT**

**Course Code:MPA-301**

**ADMINISTRATION**

**Course Credit Hr:4**

**Total Contact Hour:160**

### **Course Objective:**

The coursework covers concept and significance of Development, Sustainable Development and Development Administration, how countries are characterized into developing and developed worlds, besides covering Planning, Public Enterprises, Population, United Nations, Role of Bureaucracy, Administrative Capability and People's Participation.

### **Course Description:**

Public administration as an aspect of government activity has existed ever since the emergence all political systems. The concept of 'comparative public administration' first came into being in Woodrow Wilson's pioneering article, 'The Study of Administration' published in 1887. In this article Wilson stressed the need for comparative studies of administration. The idea of comparison got momentum, and it came to be widely held that without comparison, there can be no scientific study of administration. To understand the concept of comparative public administration, we should first clarify the meaning of comparative public administration.

## **Course Content:**

### **Unit I:**

- **Comparative Public Administration:** Meaning, Nature, Scope and Significance.
- Origin and Evolution, Characteristics.
- Comparative Administration Group (CAG).
- Factors Contributing to the Emergence of CPA.

### **Unit II:**

- **Approaches and Models of Comparative Public Administration:** Various Classifications.
- The Universalist Approach.
- Waldo's ideas on CPA.
- CPA in modern context.
- Contribution of Ferrel Heady.

### **Unit III:**

- **Development Administration:** Meaning, Salient Features.
- Development Administration and Administrative Development.
- Development Administration and Regulatory Administration.
- Development Administration and Development Management.
- Concept of Sustainable Development.
- Administrative Capability.

#### **Unit IV:**

- **Approaches and Models of Development Administration:**
- Meaning and Definitions.
- Models of Development Administration.
- Approaches of Development Administration.
- Waldo Riggs Development Administration.
- Weidner's Views on Development Administration.

#### **Course Learning Outcomes:**

After completing the course, the students will be able to:

- Informed analysis of the conceptual framework of Development Planning and Public policy making In-depth understanding of planning mechanism in India, Public Sector and Economic Development, disinvestment process, issues of privatization, regulatory administration and the concept of New Public Management. Student will be informed about Meaning, Salient Features, Development Administration and Administrative Development, Development Administration and Regulatory Administration, Development Administration and Development Management, Concept of Sustainable Development, Administrative Capability.

***List of Readings:***

1. Kuldeep Mathur; Development Policy and Administration (New Delhi: Sage, 1996).
2. Kirit S. Parikh (ed.); Indian Development Report (Delhi: Oxford, 1999).
3. Hari Mohan Mathur; Administering Development in the Third World: Constraints and Choices (New Delhi: Sage, 1986).
4. S.P.Verma and S.K.Sharma (eds.); Development Administration (New Delhi: IIPA, 1984).
5. R.K. Sapru; Development Administration (New Delhi: Sterling Publishers, 2002).
6. O.P. Dwivedi ; Development Administration: From Underdevelopment to Sustainable Development (London: Macmillan, 1994).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



## **Course Name: SOCIAL WELFARE ADMINISTRATION**

**Course Code:MPA-302**

**Course Credit Hr:4**

**Total Contact Hour:160**

### **Course Objective:**

The paper attempts to familiarize the students with various aspects of social welfare in India by emphasizing on policy, Programs and Administration of the weaker sections, the administrative set up and the legislations in this area.

### **Course Description:**

- Understand the history and structure of social welfare administration.
- Understand the processes of critical thinking and apply critical thinking in beginning professional practice.
- Examine and apply knowledge of human diversity that reflects an approach to practice that is both culturally sensitive and responsive.
- Understand the theories and mechanisms of oppression, discrimination and power, and apply the strategies and skills of change that advance human rights and social and economic justice.
- Understanding the role of Social Welfare administration at State level and its functioning, NGOs, Self Help Groups in providing Welfare benefits.

## **Course Content:**

### **Unit I:**

- Concept of Welfare State.
- Concept of Social Welfare Administration.
- Significance, Approaches/Models of Social Welfare Administration.
- Social Change.
- Social Justice.
- Social Welfare Administration in New Economic order.

### **Unit II:**

- Social Welfare Policies and Programs for SC/ST, OBCs, Women, Child.
- Disabled and Aged at Central & State level.
- Composition and Functions of National Commission for SC/ST.
- Women, Other Backward Classes and Minorities.

### **Unit III:**

- **Social Welfare Administration at Union Level:**
- Compositional and Functions of Ministry of Social Justice and Empowerment.
- Ministry of Tribal Affairs.
- Ministry of Women and Child Development.
- Ministry of Minority Affairs; Central Social Welfare Board (CSWB).

#### **Unit IV:**

- **Social Welfare Administration at State Level:**
- Department of Social Welfare and State Social Welfare Board (SSWB).
- Problems of Social Welfare Administration in India.
- Agencies for Social Welfare: NGOs, Civil Society.
- Self Help-Group for Social Welfare.

#### **Course Learning Outcome:**

- Students will demonstrate the ability to Apply critical thinking skills throughout the process of policy evaluation and development. Students will demonstrate the understanding of how to advocate for social and economic justice for diverse client populations. Social welfare agencies generally function in a cooperative manner and ensure participation of all the members in administration of their activities. • There is a growing trend in these agencies to recruit professionally qualified manpower. It has helped in introducing professional approach in their functioning.

#### ***List of Readings:***

1. Madan, G.R. Indian Social Problems, (Vol. II: Social Work) , (New Delhi : Allied Publishers Ltd. 2002, Reprint 2005.).
2. Robson, William A. Welfare State and Welfare Society: Illusion and Reality (London: Allen and Unwin, 1976).
3. Sankhdher, M.M. Welfare State (New Delhi: Deep & Deep,1985).
4. J.Fand, Bulsara & R.M. Verma Perspective in Social Welfare in India (New Delhi:

S. Chand & Co., 1984).

5. D. Paul Chowdhary Social Welfare Administration (Delhi: Atma Ram and Sons, 1992).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **Course Name: RURAL AND URBAN LOCAL GOVERNMENT IN INDIA**

**Course Code:MPA-303:**

**Course Credit Hr:4**

**Total Contact Hour:160**

### **Course Objective:**

The present paper would make the students understand the concept and rationale of Rural-Urban Local Government besides tracing its history since the British era. It would help them to understand the types of Rural Local Government and the Challenges faced by them post 73<sup>rd</sup> Amendment Act.

### **Course Description:**

In our towns and cities, we have local government institutions that are called Municipalities and Municipal Corporations. An urban area is usually a compact and densely populated area. Municipal administration is necessary to provide basic civic facilities like water supply, drainage, garbage disposal, public health, primary education, construction and maintenance of roads and sanitation. As local level democratic government, the municipal institutions that are elected by the local people, raise taxes and collect fees and fines from the public.

These small units of government enable people to feel a sense of responsibility and understand values of democracy. In India the Local Self Government is broadly classified into two categories that is Rural and Urban. The Urban local bodies include Municipal Corporations, Municipal Councils and Nagar Panchayat.

### **Course Content:**

**Unit I: Democratic Decentralization: Themes and Approaches.**

- Introduction to Local Government: Meaning and Characteristics.
- Importance and Advantages of Local Government.
- Evolution of Local Government in India: 73rd and 74th Constitutional Amendment Acts.
- Rural-Urban Relationship.
- Problems of Urbanization.

**Unit II: Rural Local Government: Structure and Functions.**

- Gram Sabha: Powers and Functions
- Gram Panchayat: Powers and Functions
- Panchayat Samiti: Powers and Functions
- Zila Parishad: Powers and Functions

**Unit III: Urban Local Government: Structure and Functions.**

- Municipal Corporation: Structure and Role.
- Municipal Council: Composition and Functions.
- Nagar Panchayat: Structure and Functions.

- National Urban Renewal Mission: Problems and Challenges.

**Unit IV: Rural and Urban Governance: Themes and Issues.**

- Personnel Administration: Role and Functions of Panchayat Secretary.
- Power and Functions of Block Development Officer.
- State-Local Relationship: Administrative and Financial.
- Role of State Finance Commission & Sources of Finance.
- State Election Commission: Composition, Functions and Role.

**Course Learning Outcome:**

After studying this lesson, you will be able to:

- Appreciate that the local government has an important role to play both in the rural as well as urban areas; describe the salient features of the 73rd and 74th amendments of the Constitution; describe the organization and functions of the local bodies (Urban and Rural); identify the financial resources of local bodies; explain the functions of local bodies; and evaluate the performance of Panchayati Raj institutions as instruments of democratic decentralization (grassroots democracy).

***List of Readings:***

1. B.D.S. Bhadouria and V.P. Dubey Panchayati Raj and Rural Development (New Delhi: Commonwealth Publishers, 1989).
2. S.L. Kaushik Leadership in Urban Government in India (Allahabad: KitabMahal, 1986).
3. Charanjeev Singh and MeenuKaushik Urban Poverty and Its Alleviation Programmes (Chandigarh: APH, 2005).

4. S.N. Mishra New Panchayati Raj in Action (New Delhi: Mittal Publication, 1996).
5. S.R. Maheshwari Local Government in India (Agra: Lakshmi Narain Aggarwal, 2003).
6. S.N. Mishra Panchayati Raj Bureaucracy and Rural Development (New Delhi: IIPA, 1986).
7. T.N. Chaturvedi and Abhijit Datta Local Government (New Delhi: IIPA, 1984).
8. S.N. Mathur Nyaya Panchayats as Instruments of Justice (New Delhi: ISS. 1997).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



# RESEARCH METHODS AND TECHNIQUES

Course CodeMPA-304:

## **Course Objective:**

The course plan aims to provide exposure to the fundamentals of various research techniques and methods. It tries to build upon the basic assumptions in adopting different methodologies for different kinds of research themes. It introduces certain philosophical ideas underlying the emergence of different methodologies in social sciences. It also attempts to sensitize the students to develop a critical outlook at the existing perspectives and methods and to evolve conceptual clarity, which can help them in their future research.

## **Unit I: Social Research**

- Concept, types and importance of research
- Problems of Objectivity
- Relationship Between Theory and Research
- Ethical issues and Concerns

## **Unit II: Basic Elements of Social Research**

- Formulating a Research Problem-- assumptions & characteristics
- Hypotheses-- Meaning, Importance, Types and Formulation
- Sampling-- Meaning, & Factors influencing sampling
- Types of Sampling methods

## **Unit III: Tools of Data Collection**

- Meaning and Nature of data—Primary & Secondary
- Methods of Data Collection- Experimental, Observational, Case study, Survey method— Interview & questionnaire
- Qualitative & Quantitative Data/research
- Research Design: Meaning and Types of Research Designs

#### Unit IV: **Test Construction & Measurement**

- Testing—standardization and objectivity

- Reliability, Validity & Norms
- Steps in test development
- Measures of Central Tendency: Mean, Median and Mode & Standard Deviation

***Suggested Readings:***

1. A.K. Singh (2005). Tests, Measurements and Research Methods in Behavioural Sciences. BharatiBhawan: Patana.
2. Ahuja, Ram (2001), Research Methods, Delhi: Rawat Publications.
3. Bailey, Kenneth D. (1982), Method of Social Research, New York: The Free Press, Second Edition.
4. Blalock, Hubert M. (1979), Social Statistics. New York:
5. Tata Mc-Graw-Hill. Boss, P.K. (1995), Research Methodology, New Delhi, ICSSR.
6. Champion, Dean. J. (1981), Basic Statistics for Social Research New Delhi: Macmillan Publishing New York.
7. Goode, W.J. and P.K. Hatt, (1952), Methods in Social Research, New York: McGraw International Students Edition.
8. Gupta, S.P. (2002). Statistical Methods, New Delhi:Sultan Chand and Sons Publication.
9. Moser, S.C. and G. Kalton (1971), Survey Methods in Social Investigation, London:
10. Heinmann.Seltiz, Claire et al (1959). Research Methods in Social Relation, New York:Henry Holt and Co. Srinivas, M.N. and A.M. Shah (1979). Fieldworker and The Field, New Delhi: Oxford University Press.
11. Thakur, D. (2003). Research Methodology in Social Science, Deep and Deep Publications Pvt. Ltd.:New Delhi.
12. Young, P.V. (1988), Scientific Social Surveys and Research, New Delhi Prentice

Hall.

## **SEMESTER- IV**

**Course Name: MANAGEMENT OF PUBLIC ENTERPRISES**

**Course Code:MPA-401**

**Course Credit Hr:4**

**Total Contact Hour:160**

### **Course Objective:**

Studying this paper should enable the students to understand the meaning, rationale and contribution of public enterprises. The concept and management of public enterprises in general describe the difference between public sector and private sector and state the features, merits and limitations of Departmental Undertakings, Public Corporations and Government Companies.

### **Course Description:**

This course examines the growing trend toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Additionally, contracting with private firms and adapting e-Commerce processes to provide public services is becoming the norm, rather than the exception. The course examines these trends and provides the student with the needed competencies and knowledge related to contract management, marketing, customer service, quality management, organizational measurement and other critical factors.

## **Course Content:**

### **Unit I:**

#### **Public Enterprise:**

- Concept and Meaning, Objectives, Characteristics.
- Significance; Public & Private Enterprise.
- Evolution of Public Enterprises.
- Role of Public Enterprises in Developing Countries.

### **Unit II:**

#### **Forms of Public Enterprises:**

- Departmental Undertakings, Public Corporation, Government Company & Others.
- Governing Board – Types.
- Powers, Functions & Role.
- Department of Public Enterprise: Powers & Functions.
- Financial Management of Pes.

### **Unit III:**

#### **Personnel Management:**

- Recruitment, Training, Promotion & Remuneration.
- Workers Participation in Management.
- Control over Public Enterprises: Parliamentary.
- Ministerial & Audit.

## **Unit IV:**

### **Issue Areas in Public Enterprises: Accountability & Autonomy.**

- Memorandum of understanding.
- Privatization & Disinvestment.
- Concept of Navaratna: Mergers & Acquisitions.
- Profitability & Performance.

### **Course Learning Outcome:**

- The course thus facilitates understanding of the growth models of Public Sector Enterprises of India and their contributions to the economy. Using the examples of Indian companies from both public and private sectors, the role of CSR and sustainability in good governance will be elucidated. The programme will have talks by top management personnel of successful Indian Corporates and visit to some of the units. The course will provide interaction with policy makers and chamber of commerce representatives to explore engagements.

### ***List of Readings:***

1. Hoshiar Singh & Mohinder Singh – Public Enterprises in India – A Plea for Reforms, New Delhi: Sterling Publishers, 1990.
2. Laxmi Narain: Principles and Practice of Public Enterprises Management, New Delhi: S.Chand & Co.
3. Mohinder Singh (ed.): Some Aspects of Public Enterprises in India – a Plea for Reforms, New Delhi: Uppal Publishing House, 1993.
4. Prahlad Kumar Basu: Public Enterprises: Policy Performance and Professionalism,

New Delhi, Allied 1982.

5. Prof. Laxmi Narayan, Public Enterprise Management and Privatisation; S.Chand Publications.
6. P.K.Jain, Seema Gupta & Surendra Yadav, Public sector Enterprises in India: The Impact of Disinvestment and Self Obligation on Financial Performance; Springer Publication.
7. S.N Nana Gowda, Management of Public Enterprise in India; Rao and Raghvan Publisher.

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%



## **Course Name: ISSUES IN PUBLIC ADMINISTRATION**

**Course Code**MPA-402

**Course Credit Hour:**4

**Total Contact Hr:**160

### **Course Objective:**

The paper is designed to acquaint the students about the basic issues of Public Administration of today and as well as emerging issues particularly Good Governance, Consumer Protection Act, Human Rights etc.

### **Course Description:**

- To understand the concept of Responsive Administration; Civil Society, Citizen's participation in Development Administration.
- To appreciate the concept of Good Governance & e-Governance, Citizens Charter, Transparency in Governance, Human Rights and Police Administration in welfare State.
- To comprehend the changing paradigms of Public Administration; Consumer interest, Citizens grievances, PIL & Judicial Activism etc.
- To acquaint with the issues like PDS, MDG, Rural Health, Gender & Women Empowerment, Sustainable Development etc. in Public Administration;

## **Course Content:**

### **Unit I:**

#### **Responsive Administration:**

- Administrative Ethics.
- Civil Society.
- Citizens Participation in Development Administration.
- Non-governmental Organizations as the Non-State Actor in Public Administration.

### **Unit II:**

#### **Good Governance and E-Governance:**

- Concept, Citizen Charter.
- Public Private Partnership.
- Transparency and Right to Information Act (RTI).
- Public Administration: Pre and Post Liberalization.
- Human Rights and Police Administration.

### **Unit III:**

#### **Consumer Interests and Protection: Redressal of Citizen Grievances.**

- Administrative Reforms.
- Lok Adalats: Mechanism.
- Public Interest Litigation: Meaning and its Features.
- Judicial Activism: Meaning and Features.

## **Unit IV:**

### **Public Distribution System:**

- Millennium Development Goals.
- Rural Health Services and Policies of Government.
- Gender Issues and Women Empowerment: Legal Aspects.
- Sustainable Development.
- India's Administration Culture.

### **Course Learning Outcome:**

Students will be able to:

- Demonstrate that Good governance should basically aim at providing an environment in society where every person can have an equal opportunity to allow his genius to flourish, to promote a good quality of life based on the recognition of dignity, decency, equality, equity, social justice and freedom of all individuals and simultaneously promote order and stability.
- Explain the concept of responsiveness.
- Describe the important mechanisms of bringing about responsiveness in public systems management.
- Discuss the relationship between responsiveness and accountability; and • Throw light on the significance of public-private partnerships towards improving responsiveness in public systems management.

***List of Readings:***

1. Chanda, Ashok. 1968. Indian Administration; G. Allen and Unwin: London.
2. Chaturvedi, T.N. 1980. Secrecy in Government, IIPA, New Delhi.
3. Administrative Reforms Commission (1968) Report on the Machinery Government of India and its Procedures of Work.
4. Tandon, Rajesh and Mohanty, Ranjita (Eds.) 2003, Civil Society and Governance Issues and Problems, Sage, New Delhi.

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

## **Course Name: INTERNATIONAL ADMINISTRATION**

**Course Code:MPA-403**

**Course Credit Hour:4**

**Total Contact Hr:160**

### **Course Objective:**

The paper is designed to acquaint the students both with the theoretical and practical aspects including the origin, objectives, historical legacy and the role of International Administration in the global framework. A focused study of various institutions and agencies related to international administration includes functions and role of WTO, IMF, SAARC, ASEAN, UNESCO, UNICEF, ILO, WHO, UNDP besides covering the United Nations, its Secretariat and main aspects of Globalization and Global Governance.

### **Course Description:**

International administration is a specialty in the wider administration world that focuses on distinctive character and changing influence of various organizations in the service delivery as well making of policies. International Administration introduces students to the key roles, functions, activities, and obligations of executives and professionals in public and nonprofit organizations, in different parts and in developing and international contexts. This course focuses on the role of bureaucracies both in the contemporary world as well as in its historic context. The course is comparative and international in its approach but includes discussion on democracy, governance and public service. Other themes include ways in which administrators interact with their political environment and influence the policy making process.

## **Course Content:**

### **Unit I:**

#### **International Administration:**

- Origin, Objectives.
- Role of United Nations: Historical Legacy and Evaluation.
- United Nations: Organization,
- Purpose of the United Nations
- Objectives United Nations.
- Functions and Role United Nations.

### **Unit II:**

#### **International Institutions:**

- Functions, Role and Problems of WTO (World Trade Organization).
- World Bank (WB).
- International Monetary Fund (IMF).
- Regional Institutions: Functions,
- Role and Problems of SAARC and ASEAN.



## **UNIT-III**

### **UN Secretariat:**

- Organization, Functions and Working. Future of the United Nations.
- Success and Failure of the United Nations,
- Reforms of the United Nations.
- Globalization and Global Governance: Objectives and Features

## **Unit IV:**

### **Machinery to Settle International Disputes:**

- Mediation, Arbitration, Negotiation.
- Role of International Court of Justice.
- Organs and Specialized Agencies of the United Nations: Function,
- Programs and Role with special reference to UNESCO, UNICEF, ILO, WHO, UNDP.

### **Course Learning Outcome:**

- International Public Administration" is an area of research that studies the administrative bodies of international organizations. Its mission is to understand international organizations' internal working patterns and routines, and to explore their role in international policy-making. International Public administration has a special status in the developing countries. Many of these countries, after independence from the colonial rule have stressed upon speedy socio economic development. Obviously, these



countries have to rely on government for speedy development. The latter requires a public administration to be organized and effectively operated for increasing productivity quickly. Likewise, social welfare activities have to be effectively executed.

***List of Readings:***

1. S.L. Goel International Administration, Sterling Publishers, New Delhi, 1976.
2. K. P. Saksena Reforming the United Nation: The Challenge of Relevance (New Delhi Sage, 1993)
3. V. Cable Globalization and Global Governance (London: Royal Institute of International Affairs, 1999)
4. C. V. Narsimhan The United Nations: An inside View (Vikas 1988).

Assessment Methods:(Internal Assessment =40% + Final Exam = 60%)

Assessment 1	05%
Assessment 2	05%
Assessment 3(Mid Exam)	20%
Assessment 3	05%
Assessment 4	05%
Total Internal Assessment	40%

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## **MPA-404: DISSERTATION AND VIVA VOCE**

### **Course Objective:**

This course provides practical Application of learner's theoretical and methodological understanding and skills into devising researchable ideas and specific research questions and hypotheses, by Conducting a focused review of the relevant literature and creating appropriate conceptual framework, developing a realistic research design with specific research strategies. This enables students to think through and articulate a research in their interested areas.

Dissertations normally report on a research project or study, or an extended analysis of a topic. The structure of the thesis or dissertation explains the purpose, the previous research literature which impinges on the topic of the study, the methods used and the findings of the project.

The Dissertation should include the following –

- Title of Dissertation
- Introduction
- Problems of Research
- Objectives of Research
- Tentative Chapter Division
- Suggested readings

### **Source Material and References**

Presenting your own ideas in a Dissertation is acceptable and even encouraged. However, the paper must be based on facts and opinions from authoritative sources and these sources must be given

proper credit. A minimum of three published sources is required, and ten or more is typical. Direct quotes must be placed inside quotation marks or in indented sections and should be used sparingly. Paraphrasing is better in most cases.

There are two popular ways to cite references. One is to place superscripted numbers in the text with corresponding footnotes at the bottom of the page or endnotes at the end of the paper. More typical of scientific papers is to place the author and year in parentheses (Heaton, 1984). In either case you need a bibliography of all cited sources at the end of the paper with author(s), year, title, publication or publisher, volume, and pages. These should be in alphabetical order by name of the primary author. Preference however should be given to MLA Style Sheet.

Be sure to find source materials that are specific to your topic, either books or journal articles. Textbooks are usually too general and should be avoided. The libraries have published and computerized indexes that can be used to find relevant sources. See the Supervisor or a reference librarian if you are unfamiliar with these resources.

Plagiarism is the presenting of someone else's wording or ideas as one's own and is a violation of university policy. If you use someone else's words or ideas, you must give them proper credit. You must also obtain permission from the Supervisor before using your Project for more than one course.

### **Length and Format**

Length is not important; 40 to 60 pages of 1.5 spaced text is a good target. The title, author, course, and date should be typed onto a cover sheet. Illustrations are not required but are often useful in explaining graphical concepts and in giving the paper character. The bibliography should be the last section of the paper. The entire report has to be submitted in two spiral bound copies.

### **Marks/Grading**

Students are required to make two submissions: a first draft and a final draft prior to final submission. The first draft is not to be a "rough" draft; it should be a completed, typed paper like you would ordinarily submit. I will read it carefully, offer suggestions for improvement, give it a grade, and return it to you promptly. The final draft, which is worth a larger share of the points, is your chance to respond to the suggestions and submit an improved paper. This, I hope, will

make the writing of a Project more of a learning experience. We strongly suggest using a word processor so that the final draft can be created by editing rather than complete retyping.

Grading is based on both research content and presentation. Your paper should demonstrate that you have gained a level of expertise in the subject by studying the relevant literature. Your presentation should be clean and convincing with proper use of paragraphs, complete sentences, and correct grammar, spelling, and punctuation. Make your Project look and sound professional.

### **Evaluation of Dissertation**

Sl. No.

#### **Evaluated by Criteria:**

##### **1. Institution**

- Quality
- Depth & Breadth of analysis,
- Coverage,
- Scope and content
- Project fulfillment
- Data collection ability in the field (if any)
- Scope of Implementation.

**Marks-60**

##### **2. Board of Examiners**

Viva-voce Examination

**Marks-40**

##### **3. Total 100**