

PANJAB UNIVERSITY, CHANDIGARH

**(Established under the Panjab University Act VII of 1947-enacted by the
Govt. of India)**



FACULTY OF ARTS

SYLLABI

FOR

**M. A. PUBLIC ADMINISTRATION
(SEMESTER SYSTEM)**

EXAMINATIONS, 2023-24, 2024-25 and 2025-26

- : 0: -

**GUIDELINES FOR CONTINUOUS INTERNAL ASSESSMENT (20%) FOR
REGULAR STUDENTS OF POST GRADUATE COURSES of Public Administration**

(Semester System)

1.
 - (i) Terminal Evaluation 80%
 - (ii) Continuous Assessment 20%
 - (iii) Continuous Assessment may include Written Assignment, Snap Test, Participation in class discussions, Term Paper, Attendance etc.
 - (iv) In order to incorporate an element of Continuous Internal Assessment of students, the Colleges\Department will conduct tests as quantified below:
 - (a) Written Test (one per semester): 25 (reduced to 5)
 - (b) Snap Test: 25 (reduced to 5)
 - (c) Term Paper/s: 25 (reduced to 5)
 - (d) Participation in Class Discussions: 15 (reduced to 3)
 - (e) Attendance: 10 (reduced to 2) *

Total: 100 reduced to 20 (50 will be reduced to 10 in case of papers with Max Marks 50)

*Weightage of 2 marks for **Attendance** component out of 20 marks for Continuous Assessment shall be available only to those students who attend **75% and more** of classroom lectures/seminars/workshops. The break-up of marks for **attendance component** for theory papers shall be as under:

Attendance Component Mark/s for Theory Papers

- (a) 75% and above up to 85%: 1
 - (b) Above 85%: 2
2. It shall **not be compulsory** to pass in Continuous Internal Assessment. Thus, whatever marks are secured by a student out of 20% marks, will be carried forward and added to his/her score out of 80%, i.e. the remaining marks allocated to the subject and, thus he/she shall have to secure pass marks in the total of Internal Continuous Assessment and University examinations.
3. Continuous Internal Assessment awards from the affiliated Colleges/Department must be sent to the Controller of Examinations, by name, **two weeks before** the commencement of the examination on the Pro-forma obtainable from the Examination Branch.
4. The marks obtained by a candidate in Continuous Internal Assessment in Postgraduate Classes will be shown separately in the Detailed-Marks-Card (D.M.C.)

**OUTLINES OF TESTS, SYLLABI AND COURSES OF READING IN THE SUBJECT
OF PUBLIC ADMINISTRATION FOR M.A. (PUBLIC ADMINISTRATION)
SEMESTER SYSTEM (2023-24, 2024-25, 2025-26)**

The M.A. Programme in Public Administration is multi-disciplinary and job oriented. The Curriculum integrates theoretical and practical perspectives in the field of Public Administration.

This is a four-semester programme. Each semester has three core papers and two optional papers. Each paper is of four (4) credits. A candidate must successfully complete 20 credits at the end of 2nd Semester to join the 3rd Semester and 28 credits at the end of the 3rd Semester to join the 4th Semester. There will be six contact hours per week per 4 credits. (4 lectures and two tutorials).

Pedagogy: The pedagogy is designed to nurture the attributes of intellectual inquiry, scholarship, research and writing. This will include lectures, seminars, class discussion, term papers and other writing assignments, presentations, role play, case studies, field visits etc. and will be Information and Communication Technology supported. The use of these methods should equip the student with listening, writing and presentation skills along with the capacity for analysis and evaluation. Peer evaluation, people skills, navigating public spaces, leadership and team work will be skills expected to develop and to prepare the student for the world of work.

SEMESTER I

Core Papers

1. Administrative Theory
2. Indian Administration
3. Comparative and Development Administration

Optional Papers

4. Citizen Centric Administration
5. Administration of NGOs
6. Environment Administration
7. Office Management
8. Economic Administration

SEMESTER II

Core Papers

1. Administrative Thought
2. Public Finance and Financial Administration
3. Public Personnel Administration

Optional Papers

4. Organisational Psychology
5. Police Administration
6. Project Management
7. International Administration
8. MIS and E-Governance

SEMESTER III**Core Papers**

1. Research Methods and Statistics
2. Local Governance in India
3. Social Systems and Welfare Administration

Optional Papers

4. Disaster Management
5. Management of Disciplinary Proceedings
6. Public Health Policy and Administration
7. Corporate Governance
8. Dissertation

SEMESTER IV**Core Papers**

1. Public Policy and Analysis
2. Administrative Law
3. Organisational Development and Administrative Improvement

Optional Papers

4. Ethics in Governance
5. Education Policy and Administration
6. Labour Policy and Administration
7. Regulatory Governance
8. Public Enterprise Management

Semester 1
CORE PAPERS
PAPER I: Administrative Theory

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper will familiarize the student with the basic concepts of Public Administration in developed and developing countries. In addition, the course will also cover new areas and developments in the field of Public Administration. The paper will also cover various theories of organization. Apart from regular classroom teaching, special talks/lectures from experts as well as practitioners will be organized to establish links between theory and practice and develop the student's critical skills.

Unit I

Meaning, Nature and Scope of Public Administration
Evolution of the discipline and its present status in developed and developing countries
New Public Administration; New Public Management; Principal-Agent Theory
New Public Service

Unit II

Organization: Meaning; Types: Formal and Informal Organizations
Principles of Organization: Hierarchy; Unity of Command; Span of Control; Centralisation; Decentralisation
The Chief Executive: Types, Functions and Role

Unit III

Line and Staff Agencies; Headquarter and Field Relationships
Communication: Concept, Process and Barriers
Supervision: Concept, Process and Barriers
Coordination: Concept, Process and Barriers

Unit IV

Accountability of Administration: Legislative, Executive and Judicial
Citizen and Administration Interface: Concept and Philosophy; Citizen Charter
Administrative Reforms: Concept and Philosophy
Good Governance: Concept, Application and Rationale

Essential Readings

- Arora, R. K. (Ed.). (1979). *Perspectives in Administrative Theory*. New Delhi: Associated.
- Awasthi and Maheshwari (2017). *Public Administration*. Agra: Lakshmi Narain Agarwal Educational Publishers.
- Bhambri, C. P. (2010). *Public Administration Theory and Practice* (21st ed.). Meerut: Educational Publishers.
- Bhattacharya, M. (2000). *Public Administration*. Calcutta: World Press.
- Bhattacharya, Mohit (2016). *New Horizons of Public Administration*. New Delhi: Jawahar Publishers.
- Denhardt, Robert B. & Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. *Public Administration Review*. 60(6): 549-559
- Drucker, P. F. (1999). *Management: Tasks, Responsibilities, Practices*. Bombay: Allied Publishers.
- Etzioni, A. (1995). *Modern Organizations*. New Delhi: Prentice Hall.
- Fadia, B.L. and Fadia, Kuldeep (2017). *Public Administration in India*. Agra: SahityaBhawan.
- Government of India Second Administrative Reforms Commission. (2008). First Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi
- Henry, N. (2012). *Public Administration and Public Affairs* (12th ed.). New Jersey: Prentice Hall.
- Hersey, P., & Blanchard, K. H. (2007). *Management of Organisational Behaviour* (5th ed.). New Delhi.
- Nigro, F. A., & Nigro, C. (1989). *Modern Public Administration* (7th ed.). New York: Lloyd Harper and Row.
- Polinaidu, S. (2014). *Public Administration*. New Delhi: Galgotia Publications
- Sharma, M.P. and Sadana, B.L. (2010). *Public Administration in Theory and Practice*. New Delhi: Kitab Mahal.

Readings in Hindi

- Awasthi and Maheshwari (2020). *Lok Prashasan*. Agra: Lakshmi Narain Agarwal Educational Publishers.
- Bhattacharya, Mohit (2007). *LokPrashasanKeNayeAyaam*. New Delhi: Jawahar Publishers.
- Fadia, B.L. and Fadia, Kuldeep (2017). *Bharat Mein LokPrashasan*. Agra: SahityaBhawan.
- Fadia, B.L. and Fadia, Kuldeep (2018). *Lok Prashasan: PrashasnikSidhant*. Agra: SahityaBhawan.
- Maheshwari S.R. (2004). *PrashasnikVicharak*. MacMillan India Ltd.
- Prasad, Prasad and Rao (2011). *PrashasnikChintak*. New Delhi: Jawahar Publishers & Distributors.
- Sharma, M.P. and Sadana, B.L. (2013). *LokPrashasan: SidhantEvamVyavhaar*. New Delhi: Kitab Mahal

Further Readings

- Blumenthal, S. C. (1960). *Management Information System: A Framework for Planning and Development* (5th ed.). Englewood Cliffs NJ: Prentice Hall.
- Denhardt, Robert B. & Denhardt, Janet V. (2010). *Public Administration*. New Delhi: Cengage Learning.
- Fox, N.J. (2014). 'Post-Structuralism and Post-Modernism'. In Cockerham, W.C., Dingwall, R. and Quah, S.R. (eds.) *The Wiley Blackswell Encyclopedia of Health Illness, Behaviour and Society*. Chichester: Wiley.
- Golembiewsky, R. T. (1977). *Public Administration as a Developing Discipline* (2nd ed.). New York: Marcel, Publisher CRC Press.
- Government of India, Cabinet Secretariat. *Performance Management*. Retrieved from <http://performance.gov.in/RFD.html>
- Gross, B. (1964). *The Managing of Organisations*. London: Free Press.
- Hicks, H. G., & Gutlet, R. C. (2008). *Organisations: Theory and Behaviour* (2nd ed.). New York: McGraw Hill.
- Kaushik, S. L., & Sahni, P. (Eds.). (1983). *Public Administration in India: Emerging Trends*. Allahabad: Kitab Mahal.
- Koontz, H., & O'Donnell, C. (1986). *Principles of Management*. 4th Edition. Tokyo: McGraw Hill.
- Marx, Fritz Morstein (Ed.) (1946). *Elements of Public Administration*. New York: Prentice Hall, Inc.
- Newman, W. M., Summer, C., & Warren, E. (1976). *Management: Concepts, Behaviour and Practice*. New Delhi: Prentice Hall.
- Niskanen, W. A. (2007). *Bureaucracy and Representative Government*. Chicago: Atherton.
- Osborne, D., & Gaebler, T. (1993). *Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. New York: Addison Wesley.
- Pfiffner, J., & Sherwood, F. (1984). *Administrative Organization*. New Delhi: Prentice Hall.
- Raadschelders, Jos C. N. (2011). *Public Administration: The Interdisciplinary Study of Government*. New York: Oxford University Press.
- Robinson, Mark (2015). *From Old Public Administration to the New Public Service – Implication for Public Sector Reform in Developing Countries*. Singapore: UNDP Global Centre for Public Service Excellence.
- Tullock, G. (1987). *The Politics of Bureaucracy*. Washington DC: Public Affairs Press.
- Vickers, J. S., & Yarrow, G. K. (1997). *Privatization: An Economic Analysis* (7th ed.). Cambridge: MIT Press.

PAPER-II

Indian Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper attempts to familiarize the student of Public Administration with the basic philosophy and features of the Indian Constitution, particularly those serving as the basis of the administrative set up in India. The students will also be familiarized with the institutions that make up the system alongwith a conceptual and historical understanding. classroom teaching, lectures by experts, seminars and field trips will form the pedagogical scheme of instruction.

UNIT I

Philosophy and Features of the Indian Constitution

Features of Indian Administration

Union Executive: President, Prime Minister and Council of Ministers

Union Legislature - Lok Sabha and Rajya Sabha: Composition and Functions

UNIT II

State Executive: Governor, Chief Minister, Council of Ministers

State Legislature: Legislative Assembly, Legislative Council

Centre-State Relations: Legislative and Administrative

UNIT III

Central Secretariat: Structure, Functions and Role

Cabinet Secretariat: Significance, Functions and Role; Prime Minister Office

Election Commission: Structure, Functions and Role; Electoral Reforms

Judiciary: Supreme Court; High Court; Judicial Review; Judicial Reforms

UNIT IV

Relationship between Political and Permanent Executive

Generalist and Specialist in Administration

Indian Administration: Problems and Challenges

Essential Readings

- Arora, R. K. and Goyal, R. (1997). *Indian Public Administration*. New Delhi: VishwaParkashan.
- Austin, G. (2009). *Indian Constitution*. Oxford: Claredon.
- Avasthi and Avasthi. (2001). *Indian Administration*. Agra: LuxmiNarain Aggarwal
- Basu, D. D. (2013). *Introduction to the Constitution of India*. (21st Edition). New Delhi: Lexus Nexus.
- Chakraborty, Bidyut (2016). *Indian Administration*. New Delhi: Sage.
- Fadia, B.L. and Fadia, Kuldeep (2017). *Public Administration in India*. Agra: SahityaBhawan.
- Kapur, Devesh, Mehta, PratapBhanu&Vaishnav, Milan (eds.) (2007) *Rethinking Public Institutions in India*. New Delhi: Oxford University Press.
- Maheshwari, S. (2001). *Indian Administration*. (6th edition). New Delhi: Macmillan.
- Narain, I. (Ed.). (1976). *State Politics in India*. Meerut: Meenakshi.
- Sharma, M.P. and Sadana, B.L. (2010). *Public Administration in Theory and Practice*. New Delhi: Kitab Mahal.
- Singh, H. (ed.). (2008). *Indian Administration*. Jaipur: Aalekh Publishers.
- Singh, M and Singh, H. (1989). *Public Administration in India*. New Delhi: Sterling Publishers.

Relevant websites

Readings in Hindi

- Avasthi &Avasthi (2017). *BhartiyaPrashasan*. Agra: LaxmiNarain Aggarwal
- Fadia, B.L. and Fadia, Kuldeep (2017). *Bharat Mein LokPrashasan*. Agra: SahityaBhawan.
- Fadia, B.L. and Fadia, Kuldeep (2018). *Bhartiya Prashasan*. Agra: Sahitya Bhawan.
- Fadia B.L (2021). *Bharat Mein Lok Prashasan*, Sahitya Bhawan.
- Jain Nishant and Sharma G.L (2020). *Bharat Mein Lok Prabandhan*. Prabhat Prakashan
- Jain Pukhraj (2022). *Bhartiya Shasan Evam Rajniti*. Sahitya Bhawan.
- Jain Pukhraj (2022). *Pramukh Raj Vyvasthayein*. Sahitya Bhawan.
- Jain R.B. (2007). *Bhartiya Samaj Adhikari Tantra Aur Sushasan*, Hindi MadhyamKaryanvayaNideshalaya. Delhi University.
- Maheshwari S.R (2017). *Bharat Mein SthaniyaShasan*. Lakshmi Narayan Agarwal.
- Maheshwari S.R (2008). *BharatiyaPrashasan*. Lakshmi Narayan Agarwal.
- Prasad Suryabhan and Nandlal (2017). *Bharat meinSushasan: ChunautiyaanEvam Samdhan*. Varanasi: Bharti Prakashan.
- Sharma M.P. and Sadanah B.L. *Lok Prashasan*, Kitab Mahal
- Sharma, M.P. and Sadana, B.L. (2013). *LokPrashasan: SidhantEvamVyavhaar*. New Delhi: Kitab Mahal

Further Readings

- Almond, G.A. & Coleman, J.S. (1966). *The Politics of Developing Areas*. Princeton: Princeton University Press.
- Badyal, J.S. (1993). *Indian Political System* (5th ed.). Jalandhar: Sohal Lal Khanna.
- Hyman, H.H. (1972). *Political Socialization: A Study in the Psychology of Political Behavior*. New Delhi: American Publishing.
- Palmer, N.D. (1961). *Indian Political System*. London: George Allen and Unwin Ltd.
- Palmer, N.D. (1976). *Elections and Political Development: The South Asian Experience*. New Delhi: Vikas Publishing House.
- Pye, L. (1966). *Aspects of Political Developments*. Boston: Little Brown.

PAPER -III

Comparative and Development Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objective of the Paper: This course will equip the student with knowledge and understanding of the concepts and approaches used in the study of Development Administration and Comparative Public Administration, features of developed & developing countries, planning machinery at Centre, State and district levels in India and the emergence of India as a Welfare state. They will be able to apply the comparative approach through the theoretical formulations studied in Unit I to the economic, social, political and administrative systems and their working in the countries listed. Teaching and learning will be through lecture, seminars, group work, case study analysis and presentations.

UNIT I

Comparative Public Administration: Meaning nature, scope and significance.

Evolution and Relevance of Comparative Public Administration.

Environment of Administration in Developed & Developing Countries: economic, political, social and cultural.

UNIT II

Approaches: Structural Functional Approach; Ecological approach

Administrative and Political Systems: UK; USA; France; Japan

UNIT III

Concept and Significance of Development and Sustainable Development
Development Administration: Concept and significance
Administrative Capability; Role of Bureaucracy for Development Administration

UNIT IV

Organization for Development Planning at Centre, State and District Levels in India.
Role of United Nations System in Development
Overview of Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs)
Gender and Development

Essential Readings

- Arora, R.K. (1972). *Comparative Public Administration: An Ecological Perspective*. New Delhi: Associated Publishing House.
- Arora, R.K. & Sharma, S. (Eds.) (1992). *Comparative and Development Administration: Ideas and Actions*. Jaipur: Arihand Centre for Administrative Change.
- Dwivedi, O.P. (1994). *Development Administration: From Underdevelopment to Sustainable Development*. London: Macmillan.
- Farazmand, A. (Eds.) (2001). *Handbook of Comparative and Development Public Administration* (2nd ed.) New York: Marcel Dekker Inc.
- Nadkarni, V & Noonan, N.C. (Eds) (2013). *Emerging Powers in a Comparative Perspective: The Political and Economic Rise of the BRIC Countries*. USA: Bloomsbury Academic.
- Ray, S.N. (2004). *Modern Comparative Politics: Approaches, Methods and Issues*. New Delhi: Prentice Hall of India.
- Sapru, R.K. (2003). *Development Administration* (2nd Ed.) New Delhi: Sterling Publishers.
- Singh, S. & Singh, S. (2010). *Public Administration: Development and Local Administration*. Jalandhar: New Academic Publishers.

Readings in Hindi

- Avasthi, A. P. (2013); *Vikas Prashashan*. Agra: Lakshmi Narain Agarwal
- Avasthi. Tulnatmak Lok Prashasan, Lakshmi Narayan Agarwal
- Awasthi D.P (2015). *Vikas Prashasan*. Lakshmi Narayan Agarwal
- Chakravarty, Bidyut and Prakash Chand Kandpal (2018). *VaishvikritDuniyamein Lok Prashasan: SiddhantaurPaddhatiyen* (Hindi Edition). New Delhi: Sage Bhasha.
- Mina R. P. (2020). *TulnatmakPrashashanikVyavsthayein*. Rajasthan Hindi Granth Academy

Further Readings

- Almond, G. & Powel, G. B. (1972). *Comparative Politics: A Developmental Approach*. New Delhi: Amerind.
- Bhatt, A.&Ranjan, R. (2010). *Comparative Government and Politics* (1st ed.). New Delhi: Anmol Publications Pvt. Ltd.
- Heady, F. & Stokes, S.L. (1962). *Papers in Comparative Public Administration*. U.S.A: Institute of Public Administration University of Michigan.

- Heady, F. (2001). *Public Administration: A Comparative Perspective* (6th ed). New York: Marcell Dekker Inc.
- Riggs, F.W. (1961). *The Ecology of Public Administration*. Bombay: Asia Publishing House.
- Riggs, F.W. (1964). *Administration in Developing Countries: The Theory of Prismatic Society*. Boston: Houghton Mifflin Co.
- Srivastava, S.P. (1998). *The Development Debate: Critical Perspective*. Jaipur & New Delhi: Rawat Publications.
- W.J. Siffin. (1959). *Towards the Comparative Study of Public Administration*. Bloomington: Indiana University Press.

OPTIONAL PAPERS

PAPER-IV Citizen-Centric Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
- The Paper-Setter must put a note in question paper in this regard.**
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The paper is designed to acquaint the student both with the participatory and rights-based approaches. Good governance and citizen centric administration are inextricably linked. The paper will also cover various cases of citizen engagement initiatives. Apart from regular classroom teaching, special talks/lectures from experts as well as practitioners from the civil service will be organized to establish links between theory and practice and develop the student's critical skills.

UNIT I

Concept of Citizen Centric Administration: Concept, Evolution, Features and Significance.
Rights and Obligations of Citizens: Civic Culture
Service providing and Developmental functions of the Government

UNIT II

Citizen Charter - Evolution, Features and Applications
Social Audit - Evolution, Features and Applications
Citizens' Participation in Administration: Concept, Significance and Limitations
Citizen Engagement initiatives of GoI (My-Gov) at national level; Select state government initiatives (Bhagidari, Delhi; Citizen Report Card, Bengaluru)

UNIT III

Right to Information Act, 2005

Lok Pal and Lok Ayukta in India
Grievance Redressal–Concept; Agencies for Redressal of Grievances at centre and state levels in India

UNIT IV

Consumer Protection: Concept and Rationale
The Consumer Protection Act, 2019
Punjab Transparency and Accountability in Delivery of Public Service Act, 2018

Essential Readings

- Bakshi, P.M. (2008). Consumer Protection and Professionals reported in *Law India*, the ILI Publication.
- Biswal, T. (2016). *Governance and Citizenship*. Jaipur: Rawat
- Chaudhary, R.N.P. (2010). *Consumer Protection Law: Provisions and Procedure*. Deep & Deep, New Delhi.
- Chakrabarty, Bidyut and Prakash Chand. (2016). *Public Policy: Concept, Theory and Practice*. New Delhi: Sage
- Government of India Second Administrative Reforms Commission. (2008). ‘*Refurbishing of Personnel Administration – Scaling New Heights*’, Tenth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi.
- Government of India Second Administrative Reforms Commission. (2009). ‘*Promoting e-Governance: The Smart Way Forward*’, 11th Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi.
- Government of India Second Administrative Reforms Commission. (2009). ‘*Citizen Centric Administration - The Heart of Governance*’, Twelfth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi.
- Public Affairs Centre. (2007). *India’s Citizen’s Charters- A Decade of Experience*, Public Affairs Centre: Bangalore
- Singh, Shivani. Ed.) (2016). *Governance: Issues and Challenges*. Sage: New Delhi

Readings in Hindi

- Rao N.Bhaskar (2016). *Sushasan: BhrashtacharMuktSevayon Ka Pradata*. Sage Publications

Further Readings

- Agarwal, Meenu. (2006). *Consumer Behaviour and Consumer Protection in India*, Eastern Book Corporation.
- Bynoe, Ian. (1996). *Beyond the Citizens’ Charters - New Directions for Social Rights*, Institute of Public Policy Research: London.
- Citizens Charters – A Handbook. (2008). Centre for Good Governance: Bangalore Citizens Charters – A Handbook Government of India Ministry of Personnel Public Grievances and Pension Department of Administrative Reforms and Public Grievances, New Delhi.

Gupta, Dipankar (2017). *From 'People' to 'Citizen': Democracy's Must Take Road*. New Delhi: Social Science Press.

Madsen, Pirie. (1991). *Citizens Charter*. Adam Smith Institute: London

Majumdar, P.K. (2008). *Law of Consumer Protection in India*, Orient Publishing Company.

Paul, Samuel. (2008). "India's Citizen's Charters: In Search of a Champion", *Economic and Political Weekly*, Vol. 43, No. 7 (February 16 - 22), pp. 67-73.

. Online sources/websites:

The Consumer Protection Act, 2019: <https://egazette.nic.in/WriteReadData/2019/210422.pdf>

Aiyar, Yamini et al. A Guide to Conducting Social Audits: Learning from the Experience of Andhra Pradesh http://www.accountabilityindia.in/sites/default/files/guidelines_-_le.pdf

Department of Information Technology Framework for Citizen Engagement in eGovernance http://indiagovernance.gov.in/files/citizen_engagement_in_egovernance.pdf

<https://mygov.in/> <http://righttoinformation.gov.in/rti-act.pdf> <http://rtspunjab.gov.in/Act.aspx>

Social Audit: A Toolkit A Guide for Performance Improvement and Outcome Measurement <http://unpan1.un.org/intradoc/groups/public/documents/cgg/unpan023752.pdf> 132 PUB 504

PAPER-V

Administration of NGOs

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This Paper is designed to prepare future NGO and Public Administrators to understand the theoretical conceptualization of the NGO and the NGO Sector in the framework of a developing economy and society. Lectures, case study analysis, presentations and field trips will be used to teach this course. At the end of the course the student will have an understanding of the commonly adopted organizational forms and governance structures pertaining to NGOs; issues of governance, capacity building and accountability; funding sources, making grant applications and project proposals; and also gain an understanding of the NGO-Government interface and its impact on the working of NGOs. Case studies of three international and domestic NGOs will further deepen the understanding and equip them to work as managers in the NGO sector in combination with the other papers in this programme.

UNIT I

Non-Governmental Organisations (NGOs): Concept, Rationale and Scope
National Policy on the Voluntary Sector 2007
NGO-Government Interface in India with special reference to the NITIAayog, Ministries and Departments

UNIT II

Organisational Forms and Governance Structures of NGOs: Trust; Society; Company
NGO-Government & NGO-Private sector partnerships: Rationale and practice
Sources of NGO Funding; Government and Foreign Grants: Eligibility, Requirements & Procedures with special reference to Foreign Contributions

UNIT III

Issues of Governance; Capacity Building; Autonomy; Ethics
Accountability of NGOs: Rationale, Mechanisms and Problems
Formulation of a Welfare/Development Project Proposal including Monitoring and Evaluation arrangements

UNIT IV

Case Studies:
Self Employed Women's Association (SEWA): Organisation, Functions and Working
Red Cross Society of India: Organisation, Functions and Working
Voluntary Action Network India (VANI)
OXFAM India

Essential Readings

- Bava, N. (ed.) (1997). *Non-Government Organisations in Development: Theory and Practice*. New Delhi: Kanishka Publishers.
- Chandra, Suresh. (2015). *Non-Government Organisations*. Jaipur: Rawat.
- Dantwala, M. L., Sethi Harsh and Pravin Visaria (eds.) (1998) *Social Change Through Voluntary Action*. New Delhi: Sage Publications.
- Government of India (2007). *Report of the Steering Committee on Voluntary Sector for The Eleventh Five-Year Plan* (Planning Commission (2007). New Delhi: Planning Commission.
- Handy, C. (1990). *Understanding Voluntary Organizations – How to make them Function Effectively*. London: Penguin Books.
- Jain, R. B. (1995). *NGOs in Development Perspective*. New Delhi: VivekPrakashan. Self Employed Women's Association <http://www.sewa.org/>
- Mohanty M. and Singh A. (n.d) *Voluntarism and Government: Policy, Programme and Assistance, Voluntary Action Network India (VANI)*. <http://pcserver.nic.in/ngo/reports.aspx>
- Nanavaty Meher and Kulkarni P. (1998). *NGOs in the Changing Scenario*. New Delhi: Uppal Publishing House
- OXFAM India, www.oxfamindia.org.
- SEWA <https://sewa.org>
- Voluntary Action Network India. www.Vaniindia.org. (VANI)

Readings in Hindi

Yadav Kamla. *AdhunikSamaajKarya Evam Gair Sarkari Sangathan*, DND Publication

Further Readings

Chatterjee, A. (1998). *NGOs: An Alternative Democracy in HiranmayKarlekar Independent India: The First Fifty Years*. New Delhi: Indian Council for Cultural Relations and Oxford University Press.

Five Year Plan Documents and Approach Papers. Planning Commission, New Delhi

Gangrade, K. D. and Jain S. (1995). *NGOs: Retrospect and Prospect*. New Delhi: Friedrich Ebert Stiftung.

Government of India (1994). An Action Plan to bring about Collaborative Relationship between Voluntary Organizations and Government. CAPART. New Delhi: Government of India. <http://pcserver.nic.in/ngo/reports.aspx>

Indian Red Cross <http://www.indianredcross.org/>

Jain, N. (2009). *Handbook for NGOs: An Encyclopaedia for Non-Governmental Organisations and Voluntary Agencies*. (I & II). New Delhi: Nabhi Publications.

Kalima, R. (1992). *Where Women Are Leaders: The Sewa Movement in India*. New Delhi: Vistaar Publications.

Planning Commission. (2002). *Proceedings of the All India Conference On The Role Of The Voluntary Sector In National Development*. <http://pcserver.nic.in/ngo/reports.aspx>

Prasad, K. (ed.). (2000). *NGOs and socio-Economic Development Opportunities*. New Delhi: Deep and Deep Publications Pvt. Ltd.

GOI. (2002). Report of the Steering Committee on Voluntary Sector for The Tenth Five-Year Plan (Planning Commission). New Delhi: <http://pcserver.nic.in/ngo/reports.aspx>

Smith-Sreen, P. (1995). *Accountability in Development Organisations: Experiences of Women Organisations in India* New Delhi: Sage Publication.

Voluntary Organisations Database and Reports <http://pcserver.nic.in/ngo/>

PAPER– VI

Environment Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type

questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This course studies environmental policy, primarily in India. It will examine the nature and scope of environmental, energy, and natural resource problems; contrasting perspectives on their severity and policy implications; scientific, economic, political, and institutional forces that shape policymaking and implementation; approaches to environmental policy analysis; and selected issues in environmental policy both within India and globally.

UNIT I

Environment:

Key Concepts and Issues: Climate, Biodiversity, Waste Management, AirPollution, WaterPollution

Ecosystem Balance; Natural Resource Conservation & Management

Environmental Hazards and Risk Management

Environmentally Sustainable Development; Corporate Social Responsibility

UNIT II

Environmental Policy:

Introduction to Environmental Policies

Environmental Economics & Regulatory Framework

Environmental Impact Assessment: Impact Prediction, Evaluation and Mitigation

UNIT III

Environmental Administration: Law and Institutions

Overview of Laws and Institutions for Environmental Administration in India

National Green Tribunal: Structure, Functions and Role

Central Pollution Control Board: Structure, functions and role

State Pollution Control Board: Structure, functions and role

UNIT IV

International Perspective

Global Agenda for Environment Conservation

Sustainable Development Goals and Environment, Climate Change and Environmental Justice

Case Studies

Essential Readings

Bhatt, M.S., Ashraf, S., & Illiyan, A. (Eds.) (2008). *Problems and Prospects of Environment Policy: Indian Perspective*. Delhi: Aakar Books.

Divan, S., & Rosencranz, A. (2001). *Environmental Law & Policy in India (18th edition)*. New Delhi: Oxford University Press.

Dwivedi, O.P. (1997). *India's Environmental Policies, Programmes and Stewardship*. London, UK: Palgrave Macmillan.

- Ganguly Sunayana. (2016). *Delibrating Environment Policy in India: Participation and the Role of Advocacy*. Abington: Routledge.
- Holmes Natalia Ciecierska, Jorgensen Kirsten, Ollier Lana Laura and Raghunandan D. (2020). *Environmental Policy in India*. Abington: Routledge.
- Kandpal Prakash Chand. (2018). *Environmental Governance in India: Issues and Challenges*. New Delhi: Sage.
- Krishnamoorthy, B. (2017). *Environmental Management: Text and cases (3rd ed.)*. New Delhi: PHI Learning Private Limited.
- Kulkarni, V., & Ramachandra, T.V. (2006). *Environmental Management*. New Delhi: TERI Press.
- Roberts, J. (2011). *Environmental Policy (2nd ed.)*. Abingdon, Oxon: Routledge
- Singh Surjit and S Mohan Kumar. (2012). *Climate Change: An Asian Perspective*. Jaipur: Rawat Publications
- Sinha Sacchidananda and Debashhis Chakraborty. (2012). *Environmental Scenario in India*. Abington: Routledge.

Readings in Hindi

- Vyas, Harishchandra (2004). *Jansankhya, Pradooshana aur Paryavaran*; Vidya Vihar

Further Readings

- Agenda 21; <http://www.un.org/esa/sustdev/documents/agenda21/english>
- Galatchi, L. D. (2008). Global Environmental Change and the International Efforts Concerning Environmental Conservation. In: Liotta P.H., Mouat D.A., Kepner W.G., Lancaster J.M. (eds) *Environmental Change and Human Security: Recognizing and Acting on Hazard Impacts*. NATO Science for Peace and Security Series C: Environmental Security. Dordrecht: Springer.
- Jaswal, P.S. (2009). *Environmental Law (3rd Edn.)*. New Delhi: Allahabad Law Agency.
- McKinney, M., Schoch, R.M., Yonavjak, L. & Mincy, G.A. (2017). *Environmental Science: Systems & Solutions (6th Ed.)*. USA: Jones & Bartlett Learning
- Miranda, Marie Lynn, Douglas A. Hastings, Joseph E. Aldy, and William H. Schlesinger. (2011). The Environmental Justice Dimensions of Climate Change. *Environmental Justice* 4(1), 17-25. Retrieved From <https://dash.harvard.edu/bitstream/handle/1/9639982/aldy-environmentaljustice.pdf>.
- Speth, J. G. (2006). The global environmental agenda: origins and prospects. In Speth, J.G & Haas, P.M (Eds.) *Global Environmental Governance*. (pp. 1–20). Washington DC: Island Press.
- Theodore, M.K., & Theodore, L. (2010). *Introduction to Environmental Management*. Boca Raton, FL: CRC Press.
- Therivel, R. (2010). *Strategic Environmental Assessment in Action*. Abingdon, Oxon: Taylor & Francis
- Uberoi, N.K. (2007). *Environmental Management (2nd ed.)*. New Delhi: Excel Books.
- UNEP. (2015). *Embedding the Environment in Sustainable Development Goals. Post-2015 Discussion Paper 1 Version*. Retrieved from <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=972&menu=35>.

PAPER-VII

Office Management

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: Administrative efficiency has, at its core, the systematization of organization and procedures thereby evolving work systems that are appropriate and procedures that eliminate unnecessary delays and allow the office work to be done effectively and at a reasonable cost. The objectives of the course is to train the student to look at the setting up and working of an efficient and cost-effective office by familiarizing him with the core areas and issues of office administration.

UNIT-I

Administrative and Office Management: Nature and scope

Office organization: Role, functions and qualifications of office supervisor/office manager

Office layout and Space management

UNIT-II

Physical and Psychological factors in the office – colour, light, noise, air-conditioning, safety
Office Furniture, Machines and Equipment

Office Stationery and Supplies: standardization and codification; purchase, receipt, issue, disposal; store layout and store accounting

UNIT-III

Office communication: Role, Types & Means; handling incoming and outgoing mail

Records Management: Features of good records management; Filing, Classification and Indexing of records; Records Retention Schedules; Preservation of records and Disposal of unwanted records; Centralized and Decentralized record keeping systems

UNIT-IV

Office procedure and office manuals; forms designing and control

Quantitative and Qualitative office work control

Statutory and other Meetings: Drafting, Circulation, Preparation of agenda; Preparation and Confirmation of minutes and proceedings of meetings

Essential Readings

- Chopra, K. R. (2008). *Office Management*. Mumbai: Himalaya Books.
- Ghosh, Prasanta K. (2003). *Office Management: Principles and Practice*. New Delhi: Sultan Chand & Sons.
- K, Zane & Qiible. (1977). *Introduction to Administrative Office Management*. Cambridge: Winthrop Publishers.
- N. P, Reddy & R.H, Appannaiah. (1990). *Office Organisation and Management*. New Delhi: Himalaya Publishing House.
- R. G, Terry. (1958). *Office Management and Control: The Administrative Managing of Information*. Irwin: Home Wood.
- Rachel, Littlefield. (1981). *Management of Office Operations*. New Delhi: Prentice Hall.
- Robinson, M. E & I. H. W, Leffingwel. (1986). *Text Book of Office Management*. New Delhi: McGraw Hill.
- S, Gadkari. (1997). *Office Management for Public Administration-Principles and Techniques*. New Delhi: Concept Publishing Company.
- Relevant Websites /Internet Sources

Further Readings

- Carl, Heyel. (1972). *Handbook of Office Management and Administrative Services*. New York: McGraw Hill.
- G, Whitehead. (1982). *Office Practice Made Simple*. London: The English Language Book Society.
- Gopalkrishnan, P. (1999). *Handbook of Materials Management*. New Delhi: Prentice Hall of India.
- K. R, Sharma., Gupta, K. Shashi & Nayyar, Sushil. (2002). *Office Management*. Ludhiana: Kalyani Publishers.

PAPER-VIII Economic Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objective of the Paper: During the course of study the student will be familiarized with the economic models of the government, industrial policies and economic legislations. In addition, the students would be taught about the promotional role of State by referring to various promotional and infrastructural public sector undertakings. Apart from regular classroom teaching, special talks/lectures from experts as well practitioners from the civil service/industry will be organized to establish links between theory and practice and develop the student's critical skills.

UNIT I

Relevance of Economics to Public Administration

Concepts: Market Mechanism, Perfect Competition, Monopoly, Monopolistic Competition, National Income

Concept and Features: Free Market Economy; Centrally Planned Economy; Mixed Economy

UNIT II

Sustainable Socio-economic Development; SDGs and the Indian economy

Structure and Growth of the Indian Economy

Indian Economic Reforms: Concept, Rationale and Evaluation

UNIT III

Economic Administration: Nature and Scope

Market Failure: The Rationale for Government Intervention; State versus Market Debate

Monetary Policy: Objectives, Instruments and Administration

Fiscal Policy: Objectives, Instruments and Administration

Unit IV

Economic Legislation: Rationale, Philosophy and Overview

Industrial (Development and Regulation) Act, 1951

Foreign Exchange Management Act, 1999

Competition Act, 2002

Essential Readings

Bailey, S. J. (2001). *Public Sector Economics: Theory, Policy and Practice (2nd ed.)*. London: Palgrave.

Chakraborty, Lekha S. (2016). *Fiscal Consolidation, Budget Deficits and the Macro Economy*. New Delhi: Sage.

Jha, L.K. (1986). *Economic Administration in India – Retrospect and Prospect*. New Delhi: IIPA.

Kuchhal, S.C. (1989). *Industrial Economy of India*. Allahabad: Chaitanya Publishing House.

Marathe, S.S. (1986). *Regulation and Development*. New Delhi: Sage Publications.

Mishra, S.K. and Puri, V.K. (2010). *Indian Economy: Its Development Experience*. New Delhi: Himalaya Publishing House.

Ministry of Finance, <https://www.finmin.nic.in/>

Ramanadham, V.V. (1965). *The Working of Public Sector*. Bombay: Allied Publishers.

Ray, Partha (2013), *Monetary Policy*, Oxford Press, New Delhi

United Nations. (1974). *Organisation, Management and Supervision of Public Enterprises in Developing Countries*. New York: U.N.

_____ <https://sustainabledevelopment.un.org/?menu=1300>

World Bank. (1995). *Bureaucrats in Business: The Economics and Politics of Government Ownership*. New York: World Bank.

Readings in Hindi

Vaishmapayan, J.V. (2013). *SamashtiArthashastra. Siddhant Evam Neeti*. Lucknow: New Royal Book Company.

Further Readings

Govt. of India. Five Year Plan Documents

Padmanabhan, G (2013), " Administering FEMA (Foreign Exchange Management Act) – evolving challenges", Inaugural Address at the Authorised Dealers' Conference, Agra, 30 November 2013 online available at <https://www.bis.org/review/r131206b.pdf>

Singh, Vijay Kumar (2011), " Competition Law and Policy in India: The Journey in a Decade", *NUJS Law Review*, Vol.4, No. 4, pp. 524-566 online available at <http://nujlawreview.org/wp-content/uploads/2016/12/vijay-kumar-singh.pdf>

Taxmann's. (2009). *Economic Laws*. New Delhi: Taxmann Publications (P) Ltd.

SEMESTER II
CORE PAPERS
PAPER-I
Administrative Thought

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper attempts to make the student aware of theories and thoughts of various classical, neo-classical and modern thinkers in the area of administration and organization. The study of this paper will equip the student with a deep understanding of the historical evolution of administrative thought, various conceptualizations and their application. Pedagogy will include lectures, assignment writing and presentations.

UNIT I

Identity of Public Administration: Woodrow Wilson
Principles of Management: Henri Fayol, Luther Gulick and L.B. Urwick
Scientific Management: Frederick Winslow Taylor
Bureaucratic Theory: Max Weber, Karl Marx

UNIT II

Elton Mayo (Hawthorne Experiments)
Mary Parker Follett (Conflict and Leadership)
Chester I. Barnard (Functions of Executive)
Herbert Simon (Decision making)

UNIT III

Chris Argyris (Immaturity-Maturity Theory)
Rensis Likert (Systems Management)
Motivation: Abraham Maslow (Needs Hierarchy); Frederick Herzberg (Motivation – Hygiene); Douglas McGregor (Theory X and Theory Y)

UNIT IV

Fred W. Riggs (Ecological Approach)
Peter Drucker (Modern Management)
Vincent Ostrom (Public Choice Theory)
Kautilya (Principles and elements of public administration; Saptanga Theory of State; Recruitment and Training)

Essential Readings

Maheshwari, S. R. (2003). Administrative Thinkers (2nd Edition). Delhi: Macmillan India Limited

- Ostrom, Vincent. (1975). Public Choice Theory: A New Approach to Institutional Economics; *American Journal of Agricultural Economics*, Vol. 57, No. 5, Proceedings Issue (Dec., 1975), pp. 844-850
- Ostrom, Vincent and Allen, Barbara. (2007). *The Intellectual Crisis in American Public Administration*. Alabama: The University of Alabama Press.
- Etzioni, A. (1964). *Modern Organizations*. New Delhi: Prentice Hall.
- Prasad, D. R. & Prasad, V.S., Satyanarayana, P., Pardhasaradhi, Y. (2017). *Administrative Thinkers*. New Delhi: Sterling.
- Sapru, R.K. (2006). *Administrative Theories and Management Thought*. New Delhi: PHI
- Gross, B. (1968). *Organizations and their Managing*. New York: Free Press.
- Pugh D.S., Hickson D.J. & Hinings C.R. (2007). *Writers on Organizations*. Harmondsworth: Penguin.
- Evans, Michael. (2004). *Karl Marx*. London: Routledge.
- Pugh, Derek S. (Ed.) (1990). *Organization Theory: Selected Readings*. Third Edition. London: Penguin Business
- Riggs, Fred Warren. (1962). *Ecology of Public Administration*. USA: Asia Publishing House
- Riggs, Fred W. (1964). *Administration in Developing Countries: The Theory Of Prismatic Society*. Boston: Houghton Mifflin.

Readings in Hindi

- Fadia, B.L. and Fadia, Kuldeep. (2017). *LokPrashasan*. Agra: SahityaBhawan.

Further Readings

- Allen, V.L. (1975). *Social Analysis*. London: Longman.
- Blau, P. M. (1987). *Bureaucracy in Modern Society*. New York: Random House.
- Dubhashi, P.R. (2016). *Administrative Reforms*. Delhi: B.R. Publishing Corporation.
- Foucault, M. (1975). *Discipline and Punishment*. Hammondsouth: Penguin.
- George, C.S. (1974). *The History of Management Thought*. New Delhi: Prentice Hall.
- Hofstede, G. & Kassem, M.S. (1976). *European Contributions to Organization Theory*. Assen: Van Gorcum.
- Jerzy, Z. (1922). *History of Social Thought*. West post: Greenwood.
- Mouzelis, N. P. (2009). *Organization and Bureaucracy – An Analysis of Modern Theories*. London: Routledge.
- Ostrom (2015). *Governing the Commons: The Evolution of Institutions for Collective Action*. Cambridge University Press: Cambridge, U.K.
- Peters, T. (1994). *Liberation Management*. New York: Fawcett Columbine.
- Pollard, H.R. (1978). *Further Development in Management Thought*. London: Heinemann.
- Pollard, S. (1965). *The Genesis of Modern Management*. London: Arnold.
- Silverman, D. (2008). *The Theory of Organizations*. London: Heinemann.
- Waldo, D. (1948). *The Administrative State*. New York: Ronald.
- White, Leonard D. (1948). *Introduction to the Study of Public Administration* (3rd edition). New York: Macmillan Company
- Wren, D. A. (2009). *The Evolution of Management Thought*. New York: Ronald.

PAPER– II

Public Finance and Financial Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper seeks to familiarize the students of Public Administration regarding various aspects of financial administration, particularly Budgeting in India. In addition, the students would be made aware of the role of Comptroller and Auditor General, mobilisation of resources and fiscal federalism. Diverse teaching pedagogies like class room lectures, discussion, seminars, budgeting exercises etc. will be used to deliver course content. At the end of the course, the student will be able to present reports and develop analytical skill regarding the monetary and fiscal system in India.

UNIT I

Meaning and Significance of Public Finance and Public Financial Administration

Principles of Taxation; Tax Administration, Issues and Reforms in India

Resource Mobilization: Tax and Non-Tax Sources, Public Borrowings and Deficit Financing

UNIT II

Budget: Concept, Principles and Role

Types of Budgets: Line-item Budgeting; Performance Budgeting; Zero-Base Budgeting

Budget Preparation, Authorisation and Execution with special reference to India

UNIT III

Union Ministry of Finance: Organisation, Functions and Role

Union-State Financial Relations

Finance Commission: Composition, Role and Functions

UNIT IV

Audit: Concept and types; Comptroller and Auditor General of India

Legislative Control over Finances with special reference to Parliamentary Committees

Significance of Monetary and Fiscal Policy

Essential Readings

Burkhead, J. (1956). *Government Budgeting*. New York: Wiley Sons.

Chand, P. (2010). *Control of Public Expenditure in India* (2nd edition). New Delhi: Allied Publishers.

Chand, P. (2010). *Performance Budgeting* (2nd edition). New Delhi: Allied Publishers.

Goel, S. L. (2002). *Public Financial Administration*. New Delhi: Deep and Deep Publications

Gupta, B. N. (2006). *Indian Federal Finance and Budgetary Policy*. Allahabad: Chaitanya Publishing House.

- Indian Administrative Reforms Commission. (1969). *Report on: (i) Financial Administration (ii) Finance, Accounts and Audit (iii) Centre-State Relations*. New Delhi: Manager of Publications, Government of India.
- Indian Institute of Public Administration. (1983). *Special Number on Administrative Accountability, Vol. XXIX (3)*. New Delhi.
- Lall, G. S. (1979). *Public Finance and Financial Administration in India*. New Delhi: Kapoor.
- Mahajan, Sanjeev Kumar and AnupamaPuri Mahajan (2014). *Financial Administration in India*. New Delhi: PHI Learning.
- Shome, Parthasarathi (ed.) (2013). *Indian Tax Administration: A Dialogue*. New Delhi: Orient Blackswan
- Singh, RajivaRanjan (2016); *Challenges Of Indian Tax Administration*. Gurugram: Lexis Nexis
- Thavaraj, M. J. K. (2001). *Financial Administration in India* (6th ed.). Delhi, Sultan Chand.

Further Readings

- Cox, Raymond, Vetter, Daniel E., Stout and R. Gene. (1996). *Financial Administration and Control*. New Jersey: Wiley.
- Garner, C. William. (1991). *Accounting and Budgeting in Public and Non-profit Organizations: A Manager's Guide*. New Jersey: Wiley.
- Green, Mark T. and Thompson, Fred (1998). *Handbook of Public Finance*. London: Routledge.
- Hillman, Arye L. (2009). *Public Finance and Public Policy: Responsibilities and Limitations of Government* 2nd Edition. Cambridge: Cambridge University Press.
- Miller, Gerald J. (2011). *Government Budgeting and Financial Management in Practice*. London: Routledge.
- Reed, B. J. and Swain, John W. (1996). *Public Finance Administration*. 2nd Edition. Sage.
- Sury, M. M. (1990). *Government Budgeting in India*. New Delhi: Commonwealth Publishers.

PAPER– III

Public Personnel Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The syllabus of the paper attempts to familiarize the student with the concepts of Public Personnel Administration, career systems and classification in India, various aspects of Human Resource Development, civil services, rules of service, code of conduct and ethics, disciplinary action, negotiation machinery etc. Presentations, interaction with experts, case studies and discussions will be used for delivery of course content. The students will develop group work, leadership and analytical skills.

UNIT I

Meaning and Significance of Public Personnel Administration
Role of Public Services
Career Systems – Concept and Types
Rank and Position Classification – Concept and Bases

UNIT II

Concepts and Significance: Human Resource Development, Manpower Planning, Recruitment, Training, Promotion and Performance Appraisal.

UNIT III

Constitutional Provisions regarding Civil Services in India
Pay Commissions in India
Union Public Service Commission (UPSC): Role and Functions
State Public Service Commission (UPSC): Role and Functions

UNIT IV

Code of Conduct
Disciplinary Action
Employer-Employee Relations: Staff Associations and Unions; Joint Consultative and Negotiation Machinery

Essential Readings

- Bhayana, S. S. and Singh S. (2016). *Public Personnel and Financial Administration* (4th ed.). Jalandhar: New Academics.
- Davar, Rustom S. (2008). *Personnel Management and Industrial Relations in India* (2nd ed.). New Delhi: Vikas Publishing House.
- Goel, S. L. and Rajneesh, S. (2002). *Public Personnel Administration*. New Delhi: Sterling.
- Government of India, 2nd Administrative Reforms Commission. (2010). *10th Report: Refurbishing of Personnel Administration - Scaling New Heights*. New Delhi: Manager of Publications.
https://darpg.gov.in/sites/default/files/personnel_administration10.pdf
- Government of India. (1988). *Report of the Commission on Centre-State Relations*. Nasik: General Manager.
- Stahl, O. Glenn. (1971). *Public Personnel Administration* (6th ed.). New Delhi: Oxford and IBH Publishing.
- United Nations. (2008). *New Approaches to Personnel Policy for Development*. New York.

Readings in Hindi

- Fadia, B.L. and Fadia, Kuldeep (2017). *Bharat Mein LokPrashasan*. Agra: SahityaBhawan

Further Readings

- Flippo, E. (2008). *Principles of Personnel Management* (4th ed.). Kogakusha: McGraw Hill.
- Koontz, H and O'Donnell, Cyril. (2008). *Principles of Management* (5th ed.). Tokyo: McGraw Hill.
- Pigors, P. and Myers, C.A. (1969). *Personnel Administration: A Point of View and a Method* (6th ed.). Kogakusha: McGraw Hill.
- Rouse, John E. (2008). *Public Administration in American Society*. Michigan: Gale Research.
- Saxena, A.P. (2010). *Training and Development in Government*. New Delhi.

OPTIONAL PAPERS

PAPER-IV

Organisational Psychology

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The paper will make the students familiar with the basic concepts of Organisational Psychology. Functional aspects of Organizational Psychology like human relations, employment, attitudes, groups, personality and work stress would be taught to the students. Course material will be supplemented by activities like role play, case study discussions and interaction with experts. Public speaking, critical thinking, group work, presentation skills will be developed during these activities.

UNIT-I

Organisational and Industrial Psychology: Concept, Nature and Scope
Leadership: Concept; Theories – Trait; Situational; Behavioural
Employee Needs: Concept, Hierarchy of Needs and Need Satisfaction

UNIT-II

Attitude: Concept, Nature and Significance
Industrial Morale: Concept, Nature and Determinants
Motivation of Industrial Employees: Concept and Determinants

UNIT-III

Personality: Concept, Significance and Types
Job Satisfaction: Concept, Significance and Determinants
Groups: Concept, Types and Inter-Group Relations

UNIT-IV

Fatigue: Concept, Causes and Remedies
Monotony and Boredom: Concept, Causes and Effects
Work Stress and its Management

Essential Readings

Buchanan, David A. (Ed.) (2016). Organizational Behaviour (9th edition). U.K.: Boffin

- Cooper, Cary L. (Ed.) (2000). *Industrial and Organizational Psychology: Linking Theory with Practice*. USA: John Wiley and Sons
- Luthans, Fred. (2010). *Organizational Behavior*. New York: McGraw-Hill Education
- Norman, R. F. Maier. (1970). *Psychology in Industry*. Oxford and IBH.
- Stephan P. Robbins, SeemaSanghi, Timothy Judge. (2009). *Organizational Behaviour: Concepts, Controversies and Applications*. New Delhi: Pearson 13th Edition.

Readings in Hindi

- Yadav P.N. (2022). *Prabandh Evam SaangathanatmakVyavahar*. Sahitya Bhawan
- Jain P.C (2020). *SangathanaatmakVyavahar*. Rajasthan Hindi Granth Academy
- Chaturvedi C.L. Prabandhkiya.VichardharayeinEvam SaangathnaatmakVyavhar. Shree Mahavir Book Depot

Further Readings

- Brown, J.A.C. (1954). *The Social Psychology of Industry*. U.K.: Penguin.
- Ganguli, H.C. (1983). *Structure and Process of Organization*. Mumbai: Asia Publishing House.
- Katz and Kahn.(1979). *Social Psychology of Organizations*. USA: Wiley.
- McShane, Steven, Lattimore (2015); *Organisational Behaviour*, 5th edition; New York: McGraw-Hill
- Schein, Edgar. (1988). *Organizational Psychology*. USA: Prentice Hall.
- Zedeck, Sheldon (2011). *APA Handbook of Industrial and Organizational Psychology* (Part of the APA Handbooks in Psychology Series and APA Reference Books Collection). USA: APA.

PAPER–V

Police Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
- The Paper-Setter must put a note in question paper in this regard.**
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The students will understand the complex role of police in contemporary society. Pedagogical tools to be used by teachers include: short films, role plays, field visits, case studies, visits to police stations. The students will develop analytical and critical skills and develop an understanding of working of police administration.

UNIT I

Police Administration: Evolution; Concept and Significance
Police: Powers and Functions
Reforms in Police Administration after Independence
Crime: Types, Causes and Remedies

UNIT II

Police set up at National Level: Organisation, Functions and Role
Police set up at State Level: Organisation, Functions and Role
Police set up at District Level: Organisation, Functions and Role
Police set up at Local Level: Organisation, Functions and Role

UNIT III

Police Personnel IPS and State Police Service
Recruitment, Promotion, Training, Conduct and Discipline

UNIT IV

Community Policing: Concept, Role and Significance
Police and Human Rights: Emerging Issues and Challenges
Police and Women

Essential Readings

- Chaturvedi, J. C. (2006). *Police Administration and Investigation of Crime*. New Delhi: Isha Books.
- Ghosh, G. (2010). *Re-legitimizing Indian Police*. New Delhi: Radha Publication.
- Ghosh, S. (1973). *Police Administration: Organization and Procedure*. Eastern Law House.
- Ghosh, S.K. & Hummer, Don. (2008). *Encyclopedia of Police in India*. Volume I. New York: Taylor & Francis Group.
- Jim, R & Rustamji, K.F. (1993). *Handbook of Police Administration*. CSR Press. New Delhi: Ashish Publishing House.
- Srivastava, A. (1999). *Role of Police in a Changing Society*. New Delhi: APH Publishing.
- Subramanian, K. S. (2007). *Political Violence and the Police in India*. SAGE Publications India.

Readings in Hindi

- Paranjpai N.V. (2021). *Apradhshastra, Dand Prashashan, Ewam Prapidanshastra*. Central Law Publications
- Ranjan Sanjeev. (2020). *Police Prashasan: Vichar Aur Abhyas*. Regal Publications

Further Readings

- Hunter, R.D., Barker, T & Mayhall, P.D. (2010). *Police Community Relations and the Administration of Justice*. Prentice Hall.

Rohit, C. (2009). *Policing: Reinventing Strategies in a Marketing Framework*. New Delhi: Sage Publication.

Rohtagi, M. (2007). *Spy System in Ancient India*. New Delhi: Gyan Books Pvt. Ltd

Swanson, C. R., Territo, L., & Taylor, R. W. (2011). *Police Administration: Structures, Processes, and Behavior*. Prentice Hall.

PAPER–VI **Project Management**

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Course: Project Management continues to grow as a profession. Project management techniques are now used outside the traditional project industries and a management-by-project approach has increasingly been adopted in development projects funded by the UN, World Bank and other international agencies; it is also sought to be adopted in government funded welfare and development projects. The relevance of the course is derived from this context and the objectives are to impart a deep understanding of all the stages of project management and the techniques supporting project management.

UNIT I

Project Management: Organisation, Planning including Prerequisites for Successful Project Implementation and Control

Project Planning: Resource Allocation Framework; Generation and Screening of Project Ideas

UNIT II

Project Analysis: Market and Demand Analysis; Technical Analysis; Financial Analysis

Project Selection I: Project Appraisal Criteria – Project Cash Flow; Time Value of Money; Cost of Capital

UNIT III

Project Selection II: Project Risk Analysis

Social cost benefit analysis: Rationale and approaches

Shadow Pricing applications in India

UNIT IV

Project Implementation:

Project Management Techniques: Network Analysis (PERT/CPM),

Project Monitoring and Review: Integrated Cost Planning and Budgeting; Monitoring Information; Reporting System and Evaluation

Essential Readings

- Burke, Rory (2004). *Project Management: Planning and Control Techniques*. Singapore: John Wiley & Sons Asia (Pvt Ltd.).
- Prasanna, Chandra (1995). *Projects: Preparation; Appraisal, Implementation*. New Delhi: Tata McGraw Hill
- Srinath, L.S. (1996). *PERT and CPM – Principles and Applications*. New Delhi: Affiliated East-West Press.
- UNIDO (1978). *Guide to Practical Project Appraisal: Social Benefits Cost Analysis, Project Formulation and Evaluation*. Delhi: Oxford and IBH.

Further Readings

- Choudhry, Sadan (1988). *Project Scheduling and Monitoring in Practice*. Delhi: South Asian Publishers.
- Clifton, David S. and Fyfe, David E. (1977). *Project Feasibility Analysis*. New York: John Wiley.
- Harrison, F.L. (1992). *Advance Project Management* (2nd ed.). London: Gower.
- Little, I.M.D. and Mirlees, J.A. (1976). *Project Appraisal and Planning for Development Countries*. London: Heinemann Educational Books.
- Lock, Dennis (2007). *Project Management*. England: Gower.
- Planning Commission (1975). *Guidelines for Preparation of Feasibility Reports of Industrial Projects*. Delhi: Government of India.

PAPER– VII International Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
The Paper-Setter must put a note in question paper in this regard.
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The important international organisations at the global and regional level including specialized agencies will be studied and their role and working critically understood in light of their effectiveness in influencing the national policy agendas. A focused and critical study of various institutions and agencies will provide a deep understanding about their working and role.

Unit I

Role of International Organisations in Development: Rationale and Overview of the global scenario

United Nations: Genesis and Evolution; Issues in performing its role

UN structure: Organisation, Functions and Working of General Assembly, Security Council, Secretariat, International Court of Justice and Economic and Social Council

Unit II

Specialized Agencies of the United Nations:

Organisational Structure, functions/ programmes and working of UNESCO; UNICEF; ILO; WHO; UNDP; UNEP

Unit III

Regional Organisations:

Organisational structure, functions, role and issues in working of SAARC; ASEAN; G-20; and European Union

Unit IV

International Economic Organisations:

Organisational structure, functions, role and issues in working of WTO (World Trade Organisation); World Bank (WB); International Monetary Fund (IMF); and Asian Development Bank (ADB)

Essential Readings

Banerjee, Ajit M. & Murari R. Sharma. (2007). *Reinventing the United Nations*. New Delhi: Prentice Hall of India

Cable, V. (1999). *Globalization and Global Governance*. London: Royal Institute of International Affairs.

Goel, S.L. (1976). *International Administration*. New Delhi: Sterling Publishers.

Pease, Kelly-Kate S. (2017). *International Organisations*. New York: Routledge.

Relevant Websites including www.un.org/, www.saarc-sec.org/, www.ilo.org/, www.aseansec.org/

Further Readings

Krasvo, Jean E. (Ed.) (2005). *The United Nations: Confronting the Challenges of a Global Society*. New Delhi: Viva Books

Narasimhan, C. V. (1988). *The United Nations: An Inside View*. New Delhi. United Nations Publication.

Saksena, K. P. (1993). *Reforming the United Nations: The Challenge of Relevance*. New Delhi. Sage Publications.

PAPER– VIII
MIS and E-Governance

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the paper: The paper aims to develop an understanding of the concept, development and applications of MIS in organisations; discuss the relevance of MIS in context of various functional areas of organization. Understanding data and its management along with networking is basic to understanding e governance systems. Thus, this will provide a sound basis for understanding the concept of e-governance, its evolution, scope and significance, and how different models lead to different outcomes of information flow. The students will learn to critically evaluate different e-governance projects implemented in India. The pedagogical tools used will include lectures, case studies, seminars and presentations.

UNIT I

Meaning, Role, Evolution of Management Information Systems

Components and activities of an Information System

Operations and Management Classification of Information Systems; MIS and Decision Making

Building and Maintaining Information Systems; The Information Systems Department

UNIT II

DBMS and RDBMS

Data Mining and Data Warehousing

Networking; Local and Wide Area Networks

Internet and Internet customer interfaces

UNIT III

E - Governance: Concept, Evolution, Significance and Scope

E-Governance Models: Broadcasting/ Wider Dissemination Model, Critical Flow Model,

Comparative Analysis Model, Mobilisation and Lobbying Model, Interactive service Model

Computer Security, Crime and Ethics

UNIT IV

Significant features of IT Act 2000

Digital India Program – An overview

Case studies:

Agriculture: e Agriculture; Gyandoot

Land: BHOOMI; CARD
Public service: PRAJA; Rural E-Seva; LokMitra

Essential Readings

- Basandra, S.K. (1999). *Computers Today*. New Delhi: Galgotia Publishers Pvt. Ltd.
- Bedi, K., Singh, P. & Srivastava, S. (2001). *Government@net*. New Delhi: Sage Publications.
- Bhatnagar, S. (2004). *E Government: From Vision to Implementation (A Practical Guide with Case Studies)*. New Delhi: Sage Publications.
- Bhattacharya, J. (2012). *E-Gov2.0: Policies, Progresses and Technologies*. New Delhi, Tata McGraw-Hill
- Brien, J & Marakas, G. M. (2011). *Management Information Systems*. India: Tata McGraw Hill Publishing Company Limited.
- Hodson, P. (1998). *Local Area Networks*. New Delhi: BPB (Retrieved from <http://www.msoffice-tutorial-training.com/>)
- Laudon, K. C. & Laudon, J. P. (2011). *Management Information Systems: Managing the Digital Firm* (12th ed). New Delhi: Pearson Education. Prabhu, C.S.R. (2011). *E Governance, Concepts and Case Studies*. New Delhi, Prentice Hall.

Readings in Hindi

- Kitchin Rob (2014) *The data revolution: Big data, open data, data infrastructures and their consequences*, SAGE.

Further Readings

- Davis, G. B., Olson & Margrethe, A. (1985). *Management Information Systems: Conceptual Foundations, Structure and Development*. New York: Tata McGraw Hill.
- Leon, A & Leon, M. (1999). *Introduction to Computers*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Lucas, H. C. Jr. (2000). *Information Technology for Management*. New Delhi: Tata McGraw-Hill.
- Murdick, R., Ross, C., Joel E. & Claggett, J. R. (1984). *Information Systems for Modern and Management*. New Delhi: Prentice Hall.
- Norton, P. (2006). *Introduction to Computers*. New Delhi: Tata Publications.

**Semester III
CORE PAPERS**

**PAPER– I
Research Methods and Statistics**

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

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Objectives of the Paper: This paper aims to acquaint the student with the knowledge of rationale and methodology of conducting good quality research in social sciences with special reference to Public Administration. The major Objectives of this paper is to prepare students for undertaking quality research at Masters' level and a basis for pursuing research as a career. The course seeks to equip students in structuring research design, formulating research questions/hypotheses, tools to collect data and analyze it with the help of suitable statistical techniques. Pedagogy will include lectures, research writing, undertaking data collection exercises and preparing a research proposal. Teaching-learning will be supplemented by presentations, seminars and use of Information and Communication Technology.

UNIT I

Meaning and Objectives of Research; Steps in Research
Types of Research: Fundamental; Applied; Evaluative
Qualitative and Quantitative Research, Participatory Research, Action Research
Hypotheses: Definition; Features and Types; Testing Procedures
Research Design and formulation of Research Problem

UNIT II

Sampling: Concept and Types
Methods of Data Collection: Documents, Observation, Interview and Questionnaire, Focus Group Discussion
Survey Research and Case Study
Data Processing: Editing, Coding and Tabulation

UNIT III

Measures of Central Tendency: Mean, Median and Mode
Dispersion
Linear and Rank Correlation
Bibliography & References

UNIT IV

Regression Analysis
Tests of Significance; Parametric Tests- t, F and Z tests
Chi-Square (χ^2) and goodness of fit
Plagiarism

Essential Readings

- Ahuja, Ram (2003). *Research Methods*. Jaipur: Rawat
- Bajpai, S. R. (1960). *Methods of Social Survey and Research*. New Delhi: KitabGhar.
- Creswell, John W. (1994). *Research Design: Qualitative, Quantitative and Mixed Methods: Approaches*. London: Sage Publications.
- Denzin, Norman K. & Lincoln, Yvonna S. (Eds.). (2005). *Handbook of Qualitative Research*. New Delhi: Sage Publications.
- Goode, W. J. & Hatt, P.K. (2006). *Methods in Social Research*. New Delhi: McGraw Hill Series.
- Gupta, S.P. (2011). *Statistical Methods*. (4th Edition). New Delhi: Sultan Chand and Sons.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*. New Delhi: New Age International.
- Mathur, Kuldeep (Ed.). (1986). *Survey of Research in Public Administration 1970-79*. New Delhi: Concept.
- Miller, Delbert C. (2002). *Handbook of Research Design and Social Measurement*. (6th Edition). London: Sage Publications, London.
- Mishra, S.K., & Binwal, J.C. (1991). *Computer in Social Science Research*. New Delhi: HarAnand.
- Nachmias, D. & Nachmias, C. (1981). *Research Methods in the Social Sciences*. New York: St. Martin's Press.
- Nachmias, David & Nachmias, Chava. (2008). *Research Methods in the Social Sciences*. (7th edition). New York: St. Martin's Press Inc.
- PaiPanandikar, V.A. (Ed.). (1997). *A Survey of Research in Public Administration 1980-1990*. Delhi: Konark Publishers Pvt. Ltd.
- Young, Pauline V. (2008). *Scientific Social Surveys and Research (4th Edition)*. New Delhi: PHI Learning.

Readings in Hindi

- Ahuja, Ram (2003). *Samajik Sarvekshan Evam Anusandhan*. Jaipur: Rawat
- Rawat, Harikrishna. (2013). *Samajik Shodh Ki Vidhiyan*. New Delhi: Rawat Publications
- Singh J.P. (2021). *Samajik Anusandhan ki Vidhiyan*, Rawat Publications
- Rawat Harikrishna (2013). *Samajik Shodh Ki Vidhiyan*, Rawat Publications

Further Readings

- Bailey, Daniel E. (Ed.). (1978). *Computer Science in Social and Behavioural Science Education*. New Jersey: Education Technology Publishers.
- Bowley, A. L. (1937). *Elements of Statistics*. New York: Staples Press Inc.
- Burton, Dawn (Eds.). (2000). *Research Training for Social Scientists*. New Delhi: Sage Publications.

- Denzin, Norman K. & Lincoln, Yvonna S. (Eds.). (1998). *The Landscape of Qualitative Research*. New Delhi: Sage Publications.
- Johnston, Erik, W.(Ed.). (2015). *Governance in the Information Era: Theory and Practice of Policy Informatics*. New York: Routledge.
- Lincoln, Yvonna S. (ed.). (2003). *The Landscape of Qualitative Research: Theories and Issues*. New Delhi: Sage Publications.
- McNabb, David E. (2012). *Research Methods in Public Administration and Non-profit Management*. New Delhi: PHI Learning Private Limited.
- Mason, Jennifer (2002). *Qualitative Researching*. New Delhi: Sage Publications.
- Miller, D. C. & Salkind, N. J. (1981). *Handbook of Research Design and Social Measurement*. New Delhi: Sage.
- Meredith, Edwards. (2004). *Social Science Research and Public Policy: Narrowing the Divide*.
- Moser, C.A. & Kalton, G. (1993). *Survey Methods in Social Investigation*. London: The English Language Book Society and Heinemann.
- Occasional Paper 2/2004, *Academy of the Social Sciences in Australia*, Canberra.
- Rhodes, R.A.W. et al. (1995). *The State of Public Administration: A Professional History, 1970- 1995*. Public Administration: An International Quarterly, Spring: Blackwell Publishing Ltd.
- Seltiz, C. & Cook, S. W. (1964). *Research Methods in Social Relations*. New York: Holt Rinehart and Winston.
- Seale, Clive, Gobo, Giampietro, Jaber F. Gubrium & David Silverman(eds.). (2004). *Qualitative Research Practice*. New Delhi: Sage Publications.
- Selltiz, Claire et. al. (1981). *Research Methods in Social Relations*. New York: Holt Rinehart and Winston.
- Silverman, David (Ed.) (2012), *Qualitative Research*. New Delhi: Sage Publications.
- Singleton Jr, Royce A. & Straits, Bruce C. (1999). *Approaches to Social Science Research*, Oxford: Oxford University Press.
- Spiegel, M. R. (2008). *Theory and Problems of Statistics*. New York: Mc Graw-Hill.
- Thiel, Sandra Van (2014). *Research Methods in Public Administration and Public Management: An Introduction*. London: Routledge.
- UK Commission on Social Sciences. (2004). *Great Expectations: The Social Sciences in Britain*. London: Transaction Publishers.
- White, Jay D. & Adams, Guy B. (Eds.). (1994). *Research in Public Administration Reflection on Theory and Practices*. London: Sage Publications.

PAPER– II

Local Governance in India

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

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Objectives of the Paper: The course will help students develop an understanding of the concept and theories of decentralisation and the nature of local institutions both at the urban and rural level. Apart from covering problems and challenges of urban and rural development, various programmes for the same will be studied. The important pedagogical tools in this paper include discussions, presentations and field visits to have a feel of working of urban and rural local bodies. The students will be able to critically evaluate the functioning of these institutions and make constructive suggestions.

UNIT I

Meaning and Significance of Local Government

Historical Development and Landmarks in evolution of Local Government

District Administration: Role of Divisional Commissioner; Deputy Commissioner (DC);

District Development and Panchayat Officer (DDPO); Block Development and Planning Officer (BDPO)

UNIT II

Urban Governance:

Urbanisation: Concept, Trends & Challenges

Structure, Function and Role of Urban Local Bodies: Municipal Corporation; Municipal Council/Committee; Nagar Panchayat

Critical Evaluation of 74th Constitutional Amendment Act

Urban Development Programmes: Atal Mission for Rejuvenation and Urban Transformation (AMRUT); Deendayal Antyodaya Yojna – National Urban Livelihoods Mission (DAY-NULM); Smart Cities

UNIT III

Rural Governance:

Rural Development: Perspectives, Policy & Strategies

Structure, Functions and Role of Panchayati Raj Institutions

Critical evaluation of the 73rd Constitutional Amendment Act

Rural Problems and Challenges

Rural Development Programmes: Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA); Deendayal Antyodaya Yojna – National Rural Livelihoods Mission (DAY-NRLM)

UNIT IV

Issue Areas:

Rural-Urban Relationship
Local Government Finances; State Finance Commission
State Control over Local Bodies
Administrative Reforms in Local Governance

Essential Readings

- Ahluwalia, Isher Judge. (2017). *Urbanisation in India*. New Delhi: Sage.
- Arora, R. K. & Goyal, R. (1996). *Indian Public Administration*. New Delhi: VishwaPrakashan.
- Aziz, A. (1996). *Decentralised Governance in Asian Countries*. Ed. New Delhi: Sage.
- Bhadouria, B. D. S. & Dubey, V. P. (1989). *Panchayati Raj and Rural Development*. New Delhi: Commonwealth Publishers.
- Bhattacharya, Mohit. (1976). *Management of Urban Government in India*. New Delhi: Uppal.
- Sachdeva, Pradeep. (2011). *Local Government in India*. Delhi: Pearson
- Maheshwari, S. R. (2003). *Local Government in India*. Agra: Lakshmi Narain Aggarwal.
- Mathew, G. (1994). *Panchayati Raj in India: From Legislation to Movement*. New Delhi: ISS.
- Oommen, M. A. & Datta, A. (1995). *Panchayats and their Finance*. New Delhi: ISS.
- Oommen, M. A. (1995). *Devolution of Resources from the State to the Panchayati Institutions*. New Delhi: ISS.

Readings in Hindi

- Chaudhary L.R (2021). *Grameen Vikas Evam Panchayati Raj Sanstha*. Rawat Publications
- Fadia B.L. (2020). *Sthaniya Swashasan*. Sahitya Bhawan
- Khatri Hareesh Kumar. *Bhartiya Sanghiya Vyavastha Evam Sthaniya Swashasan*, Bhopal: Kailash Pustak Sadan.
- Maheshwari, S.R. (2017); *Bharat Me Sthaniya Shasan*. Agra: Lakshmi Narain Agarwal

Further Readings

- Burns, D. et. al. (1994). *The Politics of Decentralisation: Revitalising Local Democracy*. London: Macmillan.
- Chaturvedi, T. N & Datta, Abhijit. (1984). *Local Government*. New Delhi: IIPA.
- Cheema, G. S. & Poinelli D. (1983). *Decentralisation and Development Policy Implementation in Developing Countries*. Ed. London: Sage.
- Hochgesang, T. W. (1994). *Rural Local Self-Government in India*. Hyderabad: NIRD.
- Khanna, B. S. (1992). *Rural Development in South Asia*. 4 Volumes. New Delhi: Deep and Deep.
- Mathur, S. N. (1997). *Nyaya Panchayats as Instruments of Justice*. New Delhi: ISS.
- (1986). *Panchayati Raj Bureaucracy and Rural Development*. New Delhi: IIPA.
- (1996). *New Panchayati Raj in Action*. New Delhi: Mittal Publication.
- Oakley, P et. al. (1984). *Approaches to Participation in Rural Development*. Geneva: I.L.O.
- Oakley, P. (1991). *Projects with People: The Practice of Participation in Rural Development*. Geneva: I.L.O.
- Sivaramakrishnan, K. C. (1993). Ed. *Urbanisation in India: Basic Services and People's Participation*. New Delhi: ISS.

PAPER– III
Social Systems and Welfare Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The endeavour is to make the student understand the multi-disciplinary nature of the subject of Public Administration and the relationship between Sociology and Public Administration. The students will be apprised about the basic concepts of social structure, social change in contemporary Indian Society and social tensions and their relevance in the field of Public Administration. Apart from the lecture methods, presentations and documentaries (audio-visual aids), case studies and special lectures by experts will be organized. The students will develop public speaking and analytical skills to understand Indian Society and link this with social policy and administration.

Unit I

Relevance of Sociology to Public Administration

Concept and Elements of Social Structure: Groups; Status and Role; Norms and Values

Social Stratification: Caste; Class - Difference and Convergence

Welfare State: Concept & Philosophy

Unit II

Social Change: Concept; Sources; Resistance

Social Change in Contemporary Indian Society

Social Tensions and Resolutions – Communalism; Regionalism; Violent Class Struggle

Unit III

Social Policy and Legislation in India: An Overview with special focus on SDGs

Social Justice and Affirmative Action: Welfare Programmes for SC, ST and OBCs

Protection of Women from Domestic Violence Act, 2005

The Juvenile Justice (Care and Protection of Children) Act, 2015

Unit IV

Union Ministry of Social Justice and Empowerment: An Analysis of Provisions and Implementation Structures for Social Policy; Major programmes implemented

State Social Welfare Department

Central Social Welfare Board; State Social Welfare Board

Essential Readings

- Bulsara, J.F. & Verma (2006). *Perspective in Social Welfare in India*. New Delhi: S. Chand & Co.
- Blakemore Ken and Warwick Booth Louise. (2017). *Social Policy: An Introduction*. Jaipur: Rawat Publications.
- Chowdhary, D.P. (1976). *Social Welfare Administration*. Delhi: Atma Ram and Sons.
- Dube, S.C. (2009). *Modernization and Development: The Search for Alternative Paradigms*. 2nd ed. New Delhi: Sage Publishers.
- Kuppuswamy, B. (2006). *Social Change in India*. Delhi: Konark Publisher Pvt. Ltd.
- Moore, W.E. (1965). *Social Change*. New York: Prentice Hall.
- Smelser, Neil J. (1970). *Introduction to Sociology*. New York: Wiley.

Readings in Hindi

- Pandey, Tejaskar and Pandey, Baleshwar (2019). *Samaj Kalyan Prashasan*. Jaipur: Rawat.

Further Readings

- Dreze, Jean. (2017). *Social Policy*. Hyderabad: Orient Blackswan
- Encyclopedia of Social Change*. Vol. 5. (n.d.). New Delhi: Anmol Publishers.
- Friedlander, W. & Apte, R. (2006). *Introduction to Social Welfare*. 5th Ed. New Delhi: Prentice Hall.
- Gangrade, K.D. (1978). *Social Legislation in India*. Delhi: Concept Publishing House.
- Madan, G.R. (2006). *Indian Social Problems*. Vol. II: Social Work. New Delhi: Allied Publishers Ltd.
- Mendelbaum, David G. (1972). *Society in India*. Bombay: Popular Prakashan.
- Ministry of Information and Broadcasting (1987). *Encyclopedia of Social Welfare in India*. Vol. IV. New Delhi: GoI Publications Division.
- Ministry of Social Justice & Empowerment Govt. of India, Recent Annual Reports
- Planning Commission (2007-12). Eleventh Five Year Plan. New Delhi: Government of India.
- Relevant Acts of Parliament and Reports of Commission, Committees & Study Teams. Research, Reference and Training Division (2010). *A Reference Manual*. New Delhi: GOI Publications Division.
- Robson, W. A. (1976). *Welfare State and Welfare Society: Illusion and Reality*. 2nd ed. London: Allen and Unwin.
- Roy, K. (2000). *Women and Child Development*. New Delhi: Commonwealth Publishers.
- Sachdeva, D.R. (2009). *Social Welfare Administration*. Allahabad: Kitab Mahal.
- Sankhdher, M.M. (1995). *Welfare State*. New Delhi: Deep & Deep.
- Sharma, G. D., (2016). *Indian Social System*. Delhi: Wisdom Press.
- Singh, Y. (1986). *Indian Sociology: Social Conditioning and Emerging Concerns*. New Delhi: Vistaar Publications.
- United Nations. <https://sustainabledevelopment.un.org/?menu=1300>

OPTIONAL PAPERS
PAPER– IV
Disaster Management

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper seeks to make the student of Public Administration aware about different types of disasters and their management in India. Apart from developing and understanding of the strategy for disaster course will develop leadership and management skills of the disaster management. Case studies, role plays, mock drills, field visits, documentaries and interaction with experts in the field of disaster management will form the pedagogical scheme of instruction.

UNIT-I

Disaster: Concept & Dimensions

Natural Disasters: Earthquakes, Volcanic Eruptions, Floods, Cyclones, Climate Change

Man-made Disasters: Anthropogenic, Soil degradation, Desertification, Deforestation

UNIT-II

Disaster Management Act, 2005

Organisational Framework for Disaster Administration in India at the Union, State and District levels

UNIT-III

Role of Information and Communication Technology Systems in Disaster Management

Interstate and International Cooperation for Disaster Management

Role of NGOs and Army in Disaster Management

UNIT-IV

Disaster Risk Reduction – Sustainable Development

Disaster Preparedness; Relief and Rehabilitation

Disaster Management Training

Essential Readings

Goel, S. L. (2006). *Encyclopedia of Disaster Management*. New Delhi: Deep and Deep.
Monappa, K. C. (2004). *Disaster Preparedness*. New Delhi: Akshay Public Agencies.
Narayan, B. (2009). *Disaster Management*. New Delhi: A.P.H. Publishing Corporation.

Readings in Hindi

Lal, Rammohan&Shrivastav, Madhu (2016); *AapdaPrabandhanKeNaye Siddhant*. New Delhi: Hindi Book Centre
Vyas, Harishchandra. (2004). *Jansankhya, PradooshanaurParyavaran*. Mumbai: VidyaVihar
Garg H.S. (2016). *AapdaPrabandhan*, SBPD Publications.

Further Readings

Anderson, J. (2008). *Public Policy Making: An Introduction*. 5th ed. Boston: Houghton-Mifflin.
Asian Development Bank. (1991). *Disaster Mitigation in Asia and the Pacific*. Manila: ADB.
Dynamics of the Emergency Management System. *Public Administration Review*.56(3) 235-244.
Govt. of India/UNDP. (2002-07). *Disaster Risk Management Programme: Community Based Disaster Preparedness and Risk Reduction through Participation of Committees and Local Self Governments* www.ndmindia.nic.in/EQProjects/goiundp2.0.pdf
Princen, T. Y. (1994). *Environmental NGO's in World Politics*. London: Routledge.
Sahni, P. Ariyabandu, M. Malagoda, M. (2003). *Disaster Risk Reduction in South Asia*. New Delhi: Prentice Hall.
Satendra and Sharma,V. K. (2004). *Sustainable Rural Development for Disaster Management*.New Delhi:
Schnneider, Sandra K. (2009). *Flirting with Disaster: Public Management in Crisis Situations*. NY:
Wamsley, Gary L. and Aaron D. (May/June 1996). Escalating in a Quagmire: Changing

PAPER– V

Management of Disciplinary Proceedings

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
The Paper-Setter must put a note in question paper in this regard.
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: This paper covers an important area of Public Administration relating to Disciplinary Proceedings and the remedies available to public servants in India. The students would be made familiar with the procedures of enquiries, punishments and application of other legal measures. Apart from lectures case study method will be used to explain different proceedings to the students.

UNIT-I

Disciplinary Proceedings: Concept and Significance
Position of Public Servants under the Constitution and Statutes
Meaning and Scope of Reasonable Opportunity
Conduct Rules

UNIT-II

Major Punishments: Suspension; Dismissal; and Termination
Minor Punishments: Censure; Withdrawal of Promotion and Incentives; Pay Recovery
Fundamentals of Departmental Enquiries

UNIT-III

Role and Scope of Rules of Natural Justice in Disciplinary Proceedings
Corruption/Embezzlement in Public Services
Application of Legal Measures

UNIT-IV

Remedies for Public Servants against Unconstitutional and Illegal Actions of the State

- 1) Departmental Remedies
- 2) Tribunal Remedies
- 3) Ombudsmanic Remedies
- 4) Court Remedies

Essential Readings

Basu, D. D. (2008). *Constitution of India*. New Delhi: Wadhwa and Company Law Publishers.
Ghaiye, R. K. (1988). *Law and Procedure of Departmental Enquiries*. Lucknow: Eastern Book Company.
Maheshwari, S.R. (2002). *Administrative Reforms in India*. New Delhi: Macmillan India Ltd.
Massey, I.P. (1985). *Administrative Law*. Lucknow: Eastern Book Co.
Muthuswamy, P. (1993). *Swamy's Manual on Disciplinary Proceedings*. Madras: Swamy Publishers.
Wade, R.W. R. (1981). *Administrative Law*. Oxford: Clarendon

Suggested Readings

Government of India (1987). Administrative Tribunals Act, 1985 with Rules Central Administrative Tribunal (Procedure) Rules.
Jain, N. S & Jain, P.M. (1979). *Principles of Administrative Law*. Nagpur: Wadhwa and Company.
Karishan, Rama V.P. (1974). *Guide to Departmental Enquiries against Government Servants*. Andhra Law Times.
Saxena, R. D. (1987). *Ombudsman-Lokpal*. New Delhi: Deep and Deep Publication.
Sharma, B. Girhar. (1981). *Implementation of Ombudsman Plan in India*. New Delhi: Ashish Company
Singh, Balbir&Kagzi, J. C. M. (1979). *A Case Book of Administrative Law*. New Delhi: Metropolitan Book Company Ltd.

PAPER – VI
Public Health Policy and Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
The Paper-Setter must put a note in question paper in this regard.
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Special Note: This paper will be taught with special reference to India.

Objectives of the Paper: The paper prepares students in the area by exposing them to theoretical issues related to the challenges of Public Health Administration besides implementation. The student will understand healthcare policies and programmes including organizational set up at the union, state and local levels. Focused study of some health care programmes is included besides the concept of hospital management. The study of the structure and role of the National Institute of Health and Family Welfare and Medical Council of India and the World Health Organization (WHO) will inform the student of the national and international institutional structures of health administration. Special Seminars and workshops will be organized to impart specialist knowledge to students. Field trips will also be organized to expose the student to health administration on the ground.

UNIT – I

Public Health Administration - Nature, Significance and Scope
Challenges of Public Health Administration
Implementation and Evaluation of Healthcare Policies and Programmes

UNIT – II

Union Ministry of Health and Family Welfare: Organization, Functions and Role
Ministry of AYUSH: Organization, Functions and Role
Health Administration at the State Level: Organization, Functions and Role of Department of Health
Administration of Primary Healthcare at the Local Level

UNIT – III

Healthcare Programmes in India - Family Welfare Programme; Reproductive Child Healthcare; Immunization Programme; National Health Mission (NHM)
The Mental Healthcare Act, 2017

UNIT – IV

National Institute of Health and Family Welfare: Structure, Functions and Role
National Medical Commission: Structure, Functions and Role
WHO: Structure, Functions and Role with reference to Epidemics and Pandemics

Essential Readings

Goel, S.L. (1980). *Health Care Administration*. New Delhi: Sterling Publishers
Goel, S.L. (2010). *Organisational Structure of Health Care System and Hospital Administration*. New Delhi: Deep & Deep.
Ballabh, C. (2007). *Health Care Services in Hospital*. New Delhi: Alfa Publication.
Singh Upendra Prasad. (2014). *Health Care and Inclusive Growth*. New Delhi: Regal

Suggested Readings

Ghosh, B. (1948). *A Treatise on Hygiene and Public Health*. Calcutta: Scientific Publishing Company.
Hanlon, John. H. (2008). *Principles of Public Health Administration*. St. Louis: C.V. Mosley Co.
Mahal, A. Debroy B. and Bhandari. L. (2010). *India Health Report*. New Delhi: B S Books.
Government of India, Ministry of Health (1959). *Report of the Health Survey and Planning Committee*. (1959-61). Vol. I.
https://www.nhp.gov.in/sites/default/files/pdf/Mudalier_Vol.pdf.
Sanjivini, K.S. (2007). *Planning India's Health*. New Delhi: Orient Longman.

Online sources

Ministry of AYUSH: <https://main.ayush.gov.in/>
The Mental Healthcare Act, 2017:
<https://egazette.nic.in/WriteReadData/2017/175248.pdf>
Union Ministry of Health and Family Welfare: <https://main.mohfw.gov.in/>
National Medical Commission: <https://www.nmc.org.in/>

PAPER–VII

Corporate Governance

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
The Paper-Setter must put a note in question paper in this regard.
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The Objectives of this paper is to acquaint the student with the concept and theories of corporate governance. The student will also be instructed about the various aspects of corporate governance with focus on ethics, corporate social responsibility and current issues and problems, primarily focusing on India.

UNIT I

Corporate Governance: Concept, Rationale and Evolution in India
Theories of Corporate Governance: Stakeholders Theory; Agency Theory; Sociological Theory
Principles of Corporate Governance with special reference to Principles of Organisation for Economic Co-operation and Development (OECD)

UNIT II

Structure and Forms of Organisations – Ministries/Departments, Corporations, Companies, Boards and Commissions, Adhoc & Advisory Bodies, Regulatory Authorities, Public Private Partnerships
Corporate Social Responsibility

UNIT III

Board of Directors: Types; Composition & Functions
CEO: Appointment, Functions & Role
Rights and Privileges of Share Holders and Investors

UNIT IV

Corporate Governance in Public Enterprises
Corporate Governance in NGOs
Future Trends of Corporate Governance in India

Essential Readings

- Bansal, C.L. (2005). *Corporate Governance – Law Practice & Procedures with Case Studies*. New Delhi: Taxman Allied Services Pvt. Ltd.
- Bhatia, S.K. (2004). *Business Ethics and Corporate Governance*. New Delhi: Deep and Deep Publication Pvt. Ltd.
- Dewan, S.M. (2006). *Corporate Governance in Public Sector Enterprises*. New Delhi: Dorling Kindersley India Pvt. Ltd.
- Millin, C.A. (2007). *Corporate Governance*. New Delhi: Oxford University Press
- Prasad, D. (2006). *Corporate Governance*. New Delhi: Prentice Hall of India Pvt. Ltd.

Suggested Readings

- Fernando, A.C. (2009). *Corporate Governance – Principles, Policies & Practices* (3rd ed.). India: Dorling Kindersley Pvt. Ltd.
- Gopalsamy, N. (1998). *Corporate Governance – The New Paradigm*. New Delhi: Wheeler Publishing.

- Hazarika, A. (1999). *Corporate Governance – Balancing Value Creation & Obligation in Oil industry*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- Kumar, S. (2002). *Corporate Governance – A Question of Ethics*. New Delhi: Galgotia Publishing Company.
- Mathur, U.C. (2005). *Corporate Governance and Business Ethics*. New Delhi: Macmillan India Ltd.

Paper VIII DISSERTATION

- I. Dissertation option of only those students will be considered who apply for it within 15 days of normal admission to Semester III (i.e. without late fee) provided that such students have obtained at least 50% marks in the aggregate of Semester I and II.
- II. Students for dissertation will be selected on the basis of merit in M.A. I. Selected students will be notified of the acceptance of dissertation as option within 20 days from the date of normal admissions.
- III. Students opting for dissertation will submit the title and brief synopsis of their dissertation within four weeks from the date of notification to them, but not later than 15th November of the respective year, to be placed before the Postgraduate Board of Studies for approval.
- IV. Each student opting for dissertation from University School of Open Learning will have to be in contact with the supervisor for a minimum of eight weeks.
- V. All candidates opting for dissertation will submit the thesis one week prior to the commencement of final examination.
- VI. Panel of examiners for this course will be appointed by the PG Board of Studies.
- VII. The evaluation of the dissertation will be by an External Examiner and an Internal Examiner. The average of the marks awarded by these examiners will be sent confidentially to the Examination Branch through the Chairperson. If the difference between the two is more than 15 marks, a third examiner will be appointed. The marks awarded by the third examiner will be final.

SEMESTER IV

CORE PAPERS

PAPER I Public Policy and Analysis

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
- The Paper-Setter must put a note in question paper in this regard.**
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: 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 understand the evolution 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. The pedagogical tools used will include lectures, case studies, policy analysis exercises, seminars and presentations. Thus, the student will develop a critical understanding of the policy process as well as the capacity to undertake policy analysis in substantive areas of public policy.

UNIT I

Public Policy: Concept, Significance and Scope; Evolution of Policy Sciences

Policy Transfer: Concept; Rationale; Types (Copying, Adaptation, Hybridization and Synthesis).

Policy Analysis: Concept and Significance

Public Policy Approaches and Models with special reference to the Incrementalist and Rationalist Paradigms

UNIT II

Public Policy Making Process:

Role of Legislature, Executive, Judiciary, Planning Machinery at the Central and State levels in Policy Making

Role of other Stakeholders in Policy-making: Political Parties, Interest Groups, Mass-media, Civil Society and International Agencies.

UNIT III

Public Policy Implementation, Monitoring and Control:

Approaches to Policy Implementation

Role of Executive (with special reference to Bureaucracy), Legislature, Judiciary, Non-Governmental Organisations, Pressure Groups

Issues in Policy Implementation

UNIT IV

Policy Evaluation:

Approaches to Policy Evaluation and Policy Impact

Criteria for Evaluation

Role of Staff, CAG, Parliamentary and Departmental Committees in Evaluation

Issues in Policy Evaluation

Essential Readings

Anderson, J E. (2005). *Public Policy Making* (6th ed.). New York: Houghton Mifflin Co.

Ayyar, Vaidyanathan R V. (2009). *Public Policy Making in India*. New Delhi: Pearson.

Dolowitz, D.P. & Marsh, D. (2000). Learning from Abroad: The Role of Policy Transfer in Contemporary Policy-Making. *Governance: An International Journal of Policy and Administration*, 13(1), 5-24.

Farzmand, Ali. (ed.) (2018). *Global Encyclopaedia of Public Administration, Public Policy and Governance*. Berlin: Springer

Gerston, Larry N. (2010); *Public Policy Making: Process and Principles*. (3rd Edition); U.K.: Routledge

Henry, N. (2009). *Public Administration and Public Affairs* (11th ed.). New Jersey: Prentice Hall.

Hill, Michael & Frédéric Varone. (2016). *The Public Policy Process*. London: Routledge.

Hillman, Arye L. (2009); *Public Finance and Public Policy: Responsibilities and Limitations of Government* 2nd Edition; U.K.: Cambridge University Press

Nagel, S.S. (1991). *Public Policy: Goals, Means and Methods*. New York: St. Martin Press.

Rabin J., Hildreth, W. & Miller, G. (2007). *Handbook of Public Administration* (3rd ed.). Florida: Taylor & Francis Group.

Sapru, R.K. (2011). *Public Policy: Art and Craft of Policy Analysis* (2nd ed.). New Delhi: Prentice Hall of India learning.

Readings in Hindi

Sapru R.K. (2010). *Lok Neeti*. Jawahar Publishers

Sinha Manoj (2010). *Prashasan Evam Lok Neeti*. Orient Black Swan

Suggested Readings

Basu, D.D. (2011). *Constitution of India* (20th ed.). New Delhi: Prentice Hall of India.

Chakraborty, Bidyut & Chand, Parkash (2016). *Public Policy: Concept, Theory and Practice*. New Delhi: Sage

Chakraborti, Rajesh (2017). *Public Policy in India*. New Delhi: Oxford University Press

Dubhashi, P.R. (1986). *Policy and Performance*. New Delhi: Sage Publications.

- Dye, T. (2002). *Understanding Public Policy*. New Delhi: Pearson Education Singapore (Pte) Ltd.
- Madan, K.D. (1982). *Policy Making in Government*. New Delhi: Publications Division, Government of India.
- Mathur, K. (1996). *Development Policy and Administration*. New Delhi: Sage.
- Munger, M.C. (2000). *Analysing Policy: Choices, Conflicts and Practices*. New York: W.W. Norton & Company.
- Nedley, A. (2004). Policy Transfer and the Developing Country Experience Gap: Taking a Southern Perspective. In Mark Evans (Ed.), *Policy Transfer in Global Perspective*. (pp. 165-187). New York: Routledge.
- Page, E.C. (January 2000). *Future Governance and the Literature on Policy Transfer Lesson Drawing*. Prepared for the ESRC Future Governance Programme Workshop on Policy Transfer. London: Britannia House. Retrieved from: <http://personal.lse.ac.uk/Pagee/Papers/EdPagePaper1.pdf>
- Rose, R. (1993). *Lesson-Drawing in Public Policy: A Guide to Learning Across Time and Space*. New Jersey: Chatham House.
- Stone, D. (2000). *Learning Lessons, Policy Transfer and the International Diffusion of Policy Ideas*. "n.d." [http:// poli.haifa.ac.il/~levi/res/stone-2000.pdf](http://poli.haifa.ac.il/~levi/res/stone-2000.pdf)

PAPER– II

Administrative Law

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: Administrative Law is an integral part of Public Administration and the basis of administrative activity and its control. The student is expected to develop an understanding of the various components of administrative law along with the principles of natural justice, rule of law, administrative legislation, adjudication and much more. In this paper the most important pedagogical tool is the study and analysis of case law. By the end of the course, a student should be able to specify the significance of administrative law, rule of law and the quasi-legislative, quasi-judicial procedures within administration.

UNIT I

Meaning, Growth and Scope of Administrative Law
Distinction between Constitutional Law and Administrative Law
Droit Administratif
Concept of Rule of Law and Principles of Natural Justice

UNIT II

Delegated Legislation: Need, Classification and Safeguards
Judicial Review of Administrative Action: Principles and Modes
Liability of the Administration; Contract and Tort

UNIT III

Administrative Tribunals: Concept, Rationale and Types
Central Administrative Tribunal: Structure, Function and Role
Central Vigilance Commission: Structure, Functions, Role and Significance

UNIT IV

Institution of Ombudsman: Concept and Genesis
Lok Pal and LokAyukta in India: Significance, Functions and Role
Fundamentals of Departmental Proceedings: Suspension, Charge sheet, Enquiry and Penalties

Essential Readings

Diwan, P. (2007). *Indian Constitution* (2nd ed.). Allahabad: Law Agency.
Massey, I.P. (2008). *Administrative Law*. New Delhi: Eastern Book Company.
Upadhyaya, J.J.R. (2016). *Administrative Law*. Prayagraj: Central Law Agency

Readings in Hindi

Upadhyaya, J.J.R. (2020). *Prashasnik Vidhi*. Prayagraj: Central Law Agency

Suggested Readings

Chhabra, S. (1990). *Administrative Tribunals*. New Delhi: Deep and Deep.
Kagzi, M. C. J. (2008). *Indian Administrative Law* (2nd ed.). Delhi: Metropolitan.
Mehta, S.M. (1990). *Indian Constitutional Law*. New Delhi: Deep and Deep.
Sathe, S.P. (1998). *Administrative Law* (6th ed.). Bombay: Tripathi.
Sharma, S.K. (2007). *Directive Principles and Fundamental Rights*. New Delhi: Deep and Deep.
Swami, P.M. (1989). *Swami's Manual of Disciplinary Proceedings for Central Government Employees*. Madras: Swami Publishers.

PAPER– III
Organisational Development and Administrative Improvement

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: Organisational Development and Administrative improvement are important aspects of administrative management. The objectives of this paper are to comprehensively deal with the varied reference points leading to promoting administrative efficiency. The students will therefore gain an understanding of the ways in which change can be managed in an organisation at the operations and policy planning levels. A thorough study of the reports of the Government of India Commissions on Administrative Improvement and Reforms and the working of the O&M Division of the Government of India will link the theoretical and operational aspects of administrative improvement in public administration.

UNIT I

Introduction to Organisation Development: Concept, Relevance, History & Evolution;
Concept of Organizational culture

The Nature of Planned Change: Theories, Models, Types & Change Agents

Challenges of Organizational Change: Cultural, Institutional and Technological

UNIT II

Organizational Learning and Transformation; Determinants of Organizational Design

Diagnosing the Problem

Intervention strategies for organization development - Individual, Group & Interpersonal Interventions

Organisational Analysis and Development of Organisational Structure

UNIT III

Human Resources: Systems and Processes

Role of Human Resource in Organizational Change and Development

HRM Interventions: Goal Setting, Performance Appraisal and Reward Systems

Managing Workforce Diversity

UNIT IV

Techniques of Administrative Improvement: Organisation and Methods; Qualitative and Quantitative Work Control

Innovations in Management; Quality Circles, Total Quality Management

Management by Objectives; Performance Measurement in Administration
Working of O&M Division of Government of India; Pay Commissions and Administrative Improvement

Essential Readings

- Currie, R. and Faraday. (1972). *Work Study*. London: Pitman.
- Government of India. (2008). *Ministry of Personnel, Public Grievances and Pension*.
- Government of India. (2008). *Second Administrative Reforms Commission Reports*.
- Maheshwari, S. R. (2002). *Administrative Reforms in India*. New Delhi: Macmillan India Ltd.
- Maheshwari, S. R. (2006). *Indian Administration*. New Delhi: Orient Longman Private Limited.
- Reddin, W.J. (1971). *Effective Management by Objectives*. New York: McGraw Hill.
- Srinath, L.S. (1996). *PERT and CPM – Principles and Applications*. New Delhi: Affiliated East-West Press.
- United Nations. (1972). *Use of Modern Management Techniques in the Public Administration of Developing Countries*. New York.

Suggested Readings

- Armstrong, Michael. (1995). *Handbook of Management Techniques*. New Delhi: Excel Books.
- Brazzel, M. & Jones, B. B. (2006). *The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives*. Wiley
- Cummings, T. G. & Worley C. G (2008). *Organization Development & Change* (9th ed.). Cengage Learning.
- Department of Personnel and Administrative Reform: Administrative Reforms Wing.
- Department of Personnel and Training: Report of Sixth Pay Commission.
- Gopalkrishnan, P. (1999). *Handbook of Materials Management*. New Delhi: Prentice Hall of India.
- Government of India. *Management in Government*. Quarterly Journal published by the I.L.O. (2008). *Introduction to Work Study*. Oxford & IBN Publishing Co. Pvt. Ltd.

OPTIONAL PAPERS

PAPER– IV Ethics in Governance

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objectives of the Paper: The aim of the paper is to acquaint the students with the concept and philosophy of ethics with special reference to ethics in public life and accountability of public services in India. The paper through teaching in case studies will enhance the problem solving skills on situations relating to integrity, probity in public life and problem solving approach to various issues and conflicts face by him in dealing with society. The students will learn to effectively communicate ethics and governance concepts and arguments in a logical manner.

UNIT I

Ethics: Concept and Significance; Introducing Key Concepts: Right, Duty, Obligation, Virtue, Freedom, Equality, Compassion, Fraternity, Karma, Purusharthas, Dharma, Rta (Cosmic Order)

UNIT II

Contribution of Kautilya (Character Building, Measures to tackle Corruption), Vivekananda (Practical Vedanta and Idea of Daridra-Narayana) and Mahatma Gandhi (Satyagraha and Truth)

Contribution of Western Administrative Thinkers to Ethics with special reference to Socrates (Moral Theory), Immanuel Kant (Deontological Theory) and J.S. Mill (Utilitarianism)

UNIT III

Ethics in Public Life: Civil Service Neutrality and Anonymity

Significance of Ethical and Moral Values in Governance

Code of Ethics and Code of Conduct for Civil Services in India

Salient Recommendations of 2nd ARC (4th Report) “Ethics in Governance”

UNIT IV

Probity in Governance- Corruption: Concept and Causes
Overview of Institutional Arrangements for fighting Corruption in India
Work Culture- Concept, Significance and Characteristics of a good work culture
Moral Dilemmas
Case Studies on Ethics in Public Administration

Essential Readings

- Arora, R. K. (2008). *Ethics in Governance: Innovations Issues and Instrumentalities*. Jaipur: Rawat.
- Arora, Ramesh K. (Ed.) (2014) *Ethics, Integrity and Values in Public Service*. New Delhi: New Age International
- Chakrabarty Bidyut. (2016). *Ethics in Governance in India*. Abington: Routledge.
- Fox, W. (2009). *A Theory of General Ethics – Human Relationships, Nature and The Built Environment*. New Delhi: PHI Learning
- Gandhi, Mahatma (2009). *Hind Swaraj*. Delhi: Rajpal& Sons
- Ghere, R. K. & Frederickson, H. G.(Eds.). (2007). *Ethics in Public Management*. New Delhi: PHI Learning.
- Lillie, William (1948). *Introduction to Ethics*. Methuen: London
- Rangarajan, L.N. (ed.) (1987). *The Arthashastra*. New Delhi: Penguin Books
- UpadhayaRanvijay. (2018). *Ethics, Integrity and Aptitude in Governance*. New Delhi: Sage.
- Vivekananda (3rd Vol.). *Complete Works of Swami Vivekananda*. Kolkatta: Advaitya Ashram.
<http://www.advaitaashrama.org/cw/content.php>
- Second Administrative Reforms Commission. (2007)(4th Report). *Ethics in Governance*. New Delhi: GOI

Readings in Hindi

- Bhattacharya, Mohit. (2007). *Lok PrashasanKeNayeAyaam*. New Delhi: Jawahar Publishers and Distributors.

Suggested Readings

- Bhargava, R. (2006). *Politics and Ethics of the Indian Constitution*. New Delhi: OUP.
- Chaturvedi, T.N.(Eds.). (1996). *Ethics in Public Life*. New Delhi: IIPA.
- Godbole, M. (2003). *Public Accountability and Transparency: The Imperatives of Good Governance*. New Delhi: Orient Longman.
- Hooja, R. (2008). *Corruption, Ethics and Accountability Essays by an Administrator*. New Delhi: IIPA
- Huberts, L. W. J. C. et.al. (2008). *Ethics and Integrity of Governance: Perspectives Across Frontiers*. (New horizons in public policy series). California: Edward Elgar Publishers.

- Martinez, J. M. (2009) *Public Administration Ethics for the 21st Century*. Santa Barbara: ABC-CLIO.
- Mathur, B.P. (2014). *Ethics for Governance: Reinventing Public Services*. New Delhi: Routledge Taylor and Francis Group.
- Menzel, D. C. (2010). *Ethics Moments in Government*. (American Society of Public Administration). Boca Raton: CRC.
- Sawshilya, A. (2012). *Ethics and Governance*. New Delhi: Pearson Education.
- Sheeran, P. J. (2006). *Ethics in Public Administration – A Philosophical Approach*. Jaipur: Rawat.

PAPER– V

Education Policy and Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.
- The Paper-Setter must put a note in question paper in this regard.**
- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Special Note: This paper will be taught with special reference to India.

Objectives of the Paper: The basic Objectives of this paper is to familiarize the students with the concepts of various systems of education and educational administration in India. In particular, the paper covers the provisions of the National Policy on Education, Five Year Plans and SarvaShikshaAbhiyan. The organizational set up for administration of education and various agencies would also be taught. The pedagogical tools used will include lectures, case studies, policy analysis exercises, seminars and presentations.

Unit I

Educational Administration: Concept, Significance and Scope
 Concepts: Universalization of Elementary Education, Non-Formal Education,
 Vocationalization of Secondary Education, Autonomous Colleges
 Problems and Challenges of Educational Administration

Unit II

National Policy on Education, 1986 as modified in 1992 (Plan of Action, 1992): National Education Policy (NEP) 2020
 Education and Five-Year Plans: Approaches, Priorities and Investments; RTE
 Main Features, Organisation and administration of an Indian University

Unit III

Organization and Administration of Education at the Central Level with special reference to the Department of Education

University Grants Commission: Structure, Functions and Role

National Council of Educational Research and Training: Structure, Functions and Role

Unit IV

Socio-economic Problems of Educational Development – Equality of Opportunity, Employment and Productivity, Nation Building and Citizenship; Globalization and Education Implementation and Evaluation of SarvaSikshaAbhiyan; Samagra Shiksha Abhiyan (SSA); RUSA

Essential Readings

Goel, S. L. (1994). Education Policy and Administration. New Delhi: Deep and Deep Publication. Government of India. (1966).

Report of the Education Commission. Selected Chapters.

Manning, Kathleen. (2017). Organisational Theory in Higher Education. New York: Routledge.

Mukherji, S. N. (1962). Administration of Education, Planning and Finance. Baroda: Acharya Book Depot.

Suggested Readings

Ghosh, Suresh Chandra. (2015). The History of Education in Modern India 1757-2012 Fourth Edition. New Delhi: Orient Blackswan.

Kapur, Devesh and Mehta, PratapBhanu. (Ed.) (2017). Navigating the Labyrinth – Perspectives on India's Higher Education. Hyderabad: Orient Blackswan.

Lulla, B. P. & Murty, S. K. (1976). Essentials of Educational Administration. Chandigarh: Mohindra Capital Publishers.

Naik, J. P. (1975). Policy and Performance in Indian Education. New Delhi: Orient Longman.

Naik, J. P. (1975). Quantity, Quality and Equality in Indian Education. Bombay: Allied Publishers.

Relevant websites including mhrd.gov.in; ssa.nic.in; nuepa.org

PAPER– VI
Labour Policy and Administration

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Special Note: This paper will be taught with special reference to India

Objective of the Paper: By the end of the semester the student will comprehend various concepts and dimensions related to labour policy and administration, employee welfare and will become fully acquainted with the institutional structure dealing with labour administration at both union and state levels in India. Tools to be employed for the effective teaching of the subject include case study method, audio visual techniques, brainstorming on various issues, power point presentation, study visits to industries etc. Use of these tools will develop the analytical skills and enhance the knowledge quotient of the students.

UNIT-I

State and Labour: Theoretical Aspects
Indian Labour: Characteristics
Industrialization and Growth of Indian Labour

UNIT-II

Evolution of Labour Policy in India
Labour Policy and Five-Year Plans
Labour Policy with special reference to Terms and Conditions of Employment; Industrial Relations and Wages

UNIT-III

Organisation, Functions and Role of Union Ministry of Labour and Employment; Labour Bureau and Directorate General of Labour Welfare of Government of India
Labour Department at the State Level

UNIT-IV

Labour Codes in India
Employee Welfare: Concept; Significance; Approaches
2nd National Commission on Labour

ILO: Structure, Functions and Role
International Conventions on Labour

Essential Readings

- Government of India. (1969). *Report of the National Commission on Labour*.
- Jagdish (ed.) (2004). *Labour Welfare Administration: Theories and Legal Provisions*. New Delhi: Akansha.
- Kumar, Anil. (2003). *Labour Welfare and Social Security: Awareness, Implementation and Utility of Labour Laws*. New Delhi: Deep and Deep Publication.

Suggested Readings

- Bhagoliwal T.N. (1982). *Economics of Labour and Industrial Relations*. Agra: SahityaBhawan.
- Mamkoottam, Kuriakose. (2003). *Labour and Change: Essays on Globalisation, Technological Change in Labour in India*. New Delhi: Response Book.
- Mamoria, C.B. (1991). *Dynamics of Industrial Relations*. Bombay: Himalaya.
- Misra, S.N. (2002). *An Introduction to Labour and Industrial Laws*. Allahabad: Allahabad Law Agency, 2nd edition.

Online sources

ILO: <https://www.ilo.org/>

PAPER – VII

Regulatory Governance

INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Objective of the Paper: The course deals with rationale of regulatory governance. The key areas covered are the theoretical perspectives of regulatory governance and some key sectors where regulatory agencies have been set up in India post 1991. Teaching and learning will be through lectures, seminars, group work, assignment writing, tutorials and presentations.

UNIT I

Regulation- Concept, Rationale and Theories
Regulatory Governance: Concept, significance and limitations.
Independent Regulatory Commission: Concept and Rationale

UNIT II

Regulatory Failure: Reasons and Remedies
Independence of Regulator
Transparency and Accountability of Regulator

UNIT III

Sectoral Regulation

Telecom Regulatory Authority of India (TRAI): Structure, Functions and Role
Insurance Regulatory and Development Authority of India (IRDAI): Structure, Functions and Role
Central Electricity Regulatory Commission (CERC): Structure, Functions and Role.
Securities and Exchange Board of India (SEBI): Structure, Functions and Role

UNIT IV

University Grants commission(UGC): Composition, Functions and Role
Food Safety and Standards Authority of India (FSSAI):Structure, Functions and Role
Central Pollution Control Board (CPCB): Composition, Functions and Role
Pension Fund Regulatory and Development Authority (PFRDA): Structure, Functions and Role

Essential Readings

- Baldwin, R., Cave, M., & Lodge, M. Understanding Regulation: Theory, Strategy and Practice (2nd ed.). London: Oxford University Press. 2011
- Government of India, Second Administrative Reforms Commission, Creating an Effective Regulatory Framework, 13th Report Chapter 6, New Delhi: Ministry of Personnel. Public Grievances and Pensions, Department of Administrative reforms and Public Grievances
- Government of India, Approach to Regulation: Issues and Options, Planning commission New Delhi, 2006.
- Government of India, Report of the Working Group on Business Regulatory Framework, Towards Optional Regulatory Government in India, New Delhi: Government of India . Retrieved from planningcommission.nic.in/aboutus/committee/.../wg,,brf 2013.pdf
- Government of India, Approach to Regulation of Infrastructure, Planning commission Retrieved from infrastructure.gov.in/event-Regulation_Law_and_Policy_final.pdf .
- Rosenbloom, D.H. Public Administration: Understanding Management, Politics and Law in the Public Sector, New York : McGraw-Hill Book Company (1989).

Online Sources:

www.traf.gov.in

www.cercind.gov.in

www.fssai.gov.in

www.ugc.ac.in

www.irdai.gov.in

www.cpcb.nic.in

Suggested Readings

Dudley, S.E, & Brito, J, Regulation: A Primer. Washington: George Washington University 2012

Kessides, I.N. Reforming Infrastructure , Privatization, Regulation and competition, Washington DC: World Bank and Oxford University Press, 2004.

Levi-Faur, D. Regulation & Regulatory Governance, Jerusalem Papers in Regulation & Governance Working Papers Series (working Paper 1). Israel: the Hebrew University, 2010.

OECD, Regulatory Enforcement and Inspection: OECD Best Practice Principles for Regulatory Policy Paris: OECD Publishing 2014.

Stern.J. What Makes an Independent Regulator Independent? Business Strategy Review, 8(2), 67-74 (1997).

Stigler, G.J. The Theory of Economic Regulation. The Bell Journal of Economics and Management Science, 2 (1), 3-21

PAPER –VIII**Public Enterprise Management****INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

- The Maximum Marks for the paper will be 100. The question paper will be of 80 marks and internal assessment of 20 marks. Time allowed will be 3 Hours. For private students, who have not been assessed for the internal assessment, the marks secured by them in the paper will be proportionately increased in lieu of the internal assessment.

The Paper-Setter must put a note in question paper in this regard.

- The candidate shall attempt 5 questions in all (one compulsory and one each from four units). The compulsory question shall comprise of 15 short-answer type questions, covering the whole syllabus, to be answered in 25-30 words each, out of which the candidate would be required to attempt any 10. Each question will carry 2 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 15 marks.

Special Note: This paper will be taught with special reference to India

Objectives of the Paper: This paper covers various aspects of the public sector and public enterprises in India. In particular, the paper deals with the concept and role of public sector enterprises, governing boards, privatization and performance of central public sector enterprises in India. Issues of management, control, pricing and finally public sector reforms will be studied. Course material will be supplemented by activities like case study discussions and interaction with experts. Public speaking, critical thinking, group work, presentation skills will be developed during these activities.

UNIT I

Public Enterprise: Concept, Rationale and Objectives
Role of Public Sector in the Indian Economy
Industrial Policy Resolutions and Public Sector Enterprises

UNIT II

Governing Boards: Types, Functions, Size and Composition
Legislative Control over Public Enterprises
Ministerial Control over Public Enterprises

UNIT III

Pricing and Public Enterprises
Public Sector Reforms: Rationale;
Performance Contract System/Memorandum of Understanding (MOU);
Professionalisation of Boards of Governance in India

UNIT IV

Disinvestment: Objectives, Methods, Machinery and Assessment
Privatisation: Theory, Objectives, Methods, Procedure, and Assessment; Lessons from the U.K. Experience
Public Private Partnership (PPP): Concept, Types and Rationale
Contracting Out: Concept & Rationale; Contracting Out Local Services

Essential Readings

- ADB (2008). *Public-Private Partnership Handbook*. Manila
Bailey, S.J. (2001). *Public Sector Economics: Theory, Policy and Practice*. 2nd ed. London: Palgrave
Bos, D. (1991). *Privatization: A Theoretical Treatment*. Oxford: Oxford University Press.
Dubhashi, P.R. (1976). *Economics, Planning and Public Administration*. Bombay: Somaiya Publications Pvt. Ltd.
Jha, L.K. (1986). *Economic Administration in India – retrospect and prospect*. New Delhi: IIPA
Khera, S.S. (1977). *Government in Business*. New Delhi: National Publishing House

Relevant websites including dpe.nic.in; finmin.nic.in

Suggested Reading

- Administrative Reforms Commission (1967). *Report of the Study Team on Public Sector Undertakings*. New Delhi: Government of India.
- Gupta, K.R. (1975). *Issues in Public Enterprises*. 2nd ed. New Delhi: S. Chand.
- Hanson, A.H. (1972). *Public Enterprises and Economic Development*. London: Routledge and Kegan,
- Kuchhal, S.C. (1976). *Industrial Economy of India*. Allahabad: Chaitanya Publishing House
- Marathe, S.S. (2008). *Regulation and Development*. New Delhi: Sage Publishers.
- Narain, L. (1980). *Principles and Practices of Public Enterprises Management*. New Delhi: S. Chand.
- Planning Commission. *Five Year Plan Documents*. GOI.
- Ramanadham, V.V. (1988). *The Working of Public Sector*. Bombay: Allied Publishers.
- United Nations Organisation. (1974). *Management and Supervision of Public Enterprises in Developing Countries*. New York: V.N.
- United Nations (1970). *Measures for Improving the Performances of Public Enterprises in Developing Countries*. New York: V.N.
- Vickers, J. & Yarrow, G. (1988). *Privatization: An Economic Analysis*. Cambridge: MIT Press.
- World Bank. (1995). *Bureaucrats in Business – The Economics and Politics of Government Ownership*. New York: World Bank.
