



# माँ शाकुम्भरी विश्वविद्यालय, सहारनपुर Maa Shakumbhari University, Saharanpur

Department of Public Administration (141) Maa Shakumbhari University,  
Saharanpur

Syllabus, Courses of Reading and Scheme of Examinations of M.A. -

Public Administration (141) Programme

(Under CBCS/LOCF)

For the Regular Students of Department of Public Administration, MSU to be  
introduced w.e.f. the Session 2024-25 in Phased Manner

## I. About the Programme:

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

## II. Programme Structure:

The M.A. Public Administration is a two years Programme comprising 20 Courses covered over a period of four semesters. The students will take Five Courses in each Semester, i.e., 20 Courses

in the full Programme. Each Course will carry 100 marks out of which 25 marks shall be earmarked for Internal Assessment. The students will also have the opportunity to take at least ne Courses outside the Department during their first or second semesters. The University follows a credit-based semester system of teaching and evaluation. Programme Outcomes:

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

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

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

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

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

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

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

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

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

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

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

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

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

### **III. Programme Specific Outcomes (PSOs):**

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

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

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

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

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

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

Internal Examination:

1. One written Test of 20 Marks [5 Marks Quiz + 15 Marks (Very Short + Short + Long Questions)]
2. Five Marks for Class performance/ Attendance

External Examination: Written Exam of 75 Marks, 3 Hours Duration External Exam Pattern:

Unit-I: Attempt all five questions, each question carries 3 marks.

Unit-II: Attempt any Two out of Three, each question carries 7.5 marks. Unit-III:


Attempt any Three out of Five, each question carry 15 marks.

Minimum Marks:

1. In each individual paper Thirty-three marks i.e. 33% with aggregate of 40% in all courses.
2. Division: First Division- 60% and above, Second Division- 50% and above. There is no provision of Third Division.

The Examination System will be based on the **CBCS (Choice Based Credit System) and LOCF (Learning Outcomes-Based Curriculum Framework)** as per UGC/University guidelines. Under the CBCS system, the students will have a choice to study one more Additional Courses specifically offered in the syllabi of Non- Public Administration Programmes of the Master's Degree for such students in 1<sup>st</sup> or 2<sup>nd</sup> Semester. Similarly, in M.A. Public Administration Programme such one Additional Courses will be offered in the course of 1<sup>st</sup> or 2<sup>nd</sup> Semester to the students of Non- Public Administration Programmes of Master's Degree.


Under the LOCF system, the syllabus of M.A. Public Administration Programme (Regular) has been designed to attain the desired outcomes by the students under the Choice Based Credit System.

  
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## VII. The Programme Courses Details Semester-wise:

Course No.	Name of the Subject/Paper	No. of Credit	Teaching Scheme (Hrs/Week)		Examination Scheme (Marks)			Duration of Exam/ Time
			L	Hours	External Marks	Internal Marks	Max. Marks /Min Marks	
<b>M.A. Public Administration Semester-I</b>								
0714101	Public Administration: Theory	4	4	60	75	25	100/40	3 hrs
0714102	Administration of India	4	4	60	75	25	100/40	3 hrs
0714103	Research Methodology and statistics	4	4	60	75	25	100/40	3 hrs
0714104	Comparative and Development Administration	4	4	60	75	25	100/40	3 hrs
<b>One paper to be chosen from any of the following (from the corresponding option has to be taken in Semester-I) or Student can select project if he/she scored 75% and above marks in his/her graduation.</b>								
0714105	Citizen Centric Administration	4	4	60	75	25	100/40	3 hrs
0714106	Administration of NGOs	4	4	60	75	25	100/40	3 hrs
0714165	Project/ Dissertation	4						
<b>M.A. Public Administration Semester-II</b>								
0814101	Administrative Thoughts	4	4	60	75	25	100/40	3 hrs
0814102	Public Finance and Financial Administration	4	4	60	75	25	100/40	3 hrs
0814103	Public Personnel Administration	4	4	60	75	25	100/40	3 hrs
0814104	Public Policy Concepts and Models	4	4	60	75	25	100/40	3 hrs
<b>One paper to be chosen from any of the following (from the corresponding option was taken in Semester-II) or Student can select project if he/she scored 75% and above marks in his/her graduation.</b>								
0814105	MIS and E-Governance	4	4	60	75	25	100/40	3 hrs
0814106	Police Administration	4	4	60	75	25	100/40	3 hrs
0814165	Project/ Dissertation	4						
<b>M.A. Public Administration Semester-III</b>								
0914101	Local Governance In India	4	4	60	75	25	100/40	3 hrs
0914102	Social System and Welfare Administration	4	4	60	75	25	100/40	3 hrs
0914103	Development Administration	4	4	60	75	25	100/40	3 hrs


0914165	Project/ Dissertation	4						
<b>One paper to be chosen from any of the following (from the corresponding option was taken in Semester-III)</b>								
0914104	Disaster Management	4	4	60	75	25	100/40	3 hrs
0914105	Public Health Policy and Management	4	4	60	75	25	100/40	3 hrs
0914106	Public Sector Management	4	4	60	75	25	100/40	3 hrs
<b>M.A. Public Administration Semester-IV</b>								
1014101	Environment Administration	4	4	60	75	25	100/40	3 hrs
1014102	Administrative Law	4	4	60	75	25	100/40	3 hrs
1014103	Organizational Development and Administrative Improvement	4	4	60	75	25	100/40	3 hrs
Project 1014165	Project/ Dissertation	4						
<b>One paper to be chosen from any of the following (from the corresponding option was taken in Semester-IV)</b>								
1014104	Ethics in Governance	4	4	60	75	25	100/40	3 hrs
1014105	Corporate Governance	4	4	60	75	25	100/40	3 hrs
1014106	Public Enterprise Management	4	4	60	75	25	100/40	3 hrs

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

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. **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.

  
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**Semester 1  
CORE PAPERS**

**PAPER I**

**Public Administration Theory (0714101)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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 Rational

**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* (21<sup>st</sup> 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: Sahitya Bhawan.

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* (12<sup>th</sup> ed.). New Jersey: Prentice Hall.

Hersey, P., & Blanchard, K. H. (2007). *Management of Organisational Behaviour* (5<sup>th</sup> ed.). New Delhi.

Nigro, F. A., & Nigro, C. (1989). *Modern Public Administration* (7<sup>th</sup> 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). *Lok Prashasan Ke Naye Ayaam*. New Delhi: Jawahar Publishers.

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

Fadia, B.L. and Fadia, Kuldeep (2018). *Lok Prashasan: Prashasnik Sidhant*. Agra: Sahitya Bhawan.

Maheshwari S.R. (2004). *Prashasnik Vicharak*. MacMillan India Ltd.

Prasad, Prasad and Rao (2011). *Prashasnik Chintak*. New Delhi: Jawahar Publishers & Distributors.

Sharma, M.P. and Sadana, B.L. (2013). *Lok Prashasan: Sidhant Evam Vyavhaar*. New Delhi: Kitab Mahal

### Further Readings

Blumenthal, S. C. (1960). *Management Information System: A Framework for Planning and Development* (5<sup>th</sup> 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 Blackwell Encyclopedia of Health Illness, Behaviour and Society*. Chichester: Wiley.

Golembiewsky, R. T. (1977). *Public Administration as a Developing Discipline* (2<sup>nd</sup> 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* (2<sup>nd</sup> 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*. 4<sup>th</sup> 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* (7<sup>th</sup> ed.).

Cambridge: MIT Press.



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## PAPER-II

Administration of India (0714102)

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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 along with 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: Vishwa Parkashan.

Austin, G. (2009). *Indian Constitution*. Oxford: Clarendon.

Avasthi and Avasthi. (2001). *Indian Administration*. Agra: LuxmiNarain Aggarwal

Basu, D. D. (2013). *Introduction to the Constitution of India*. (21<sup>st</sup> Edition). New Delhi: LexusNexus.

Chakraborty, Bidyut (2016). *Indian Administration*. New Delhi: Sage.

Fadia, B.L. and Fadia, Kuldeep (2017). *Public Administration in India*. Agra: Sahitya Bhawan. Kapur, Devesh, Mehta, Pratap Bhanu & 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). *Bhartiya Prashasan*. Agra: Laxmi Narain Aggarwal Fadia, B.L. and Fadia, Kuldeep (2017). *Bharat Mein Lok Prashasan*. Agra: Sahitya Bhawan. 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 Vyavasthayein*. Sahitya Bhawan.

Jain R.B. (2007). *Bhartiya Samaj Adhikari Tantra Aur Sushasan*, Hindi Madhyam Karyanvaya Nideshalaya. Delhi University.

Maheshwari S.R (2017). *Bharat Mein Sthaniya Shasan*. Lakshmi Narayan Agarwal. Maheshwari

S.R (2008). *Bharatiya Prashasan*. Lakshmi Narayan Agarwal.

Prasad Suryabhan and Nandlal (2017). *Bharat mein Sushasan: Chunautiyaan Evam Samadhan*.

Varanasi: Bharti Prakashan.

Sharma M.P. and Sadanah B.L. *Lok Prashasan*, Kitab Mahal

Sharma, M.P. and Sadana, B.L. (2013). *Lok Prashasan: Sidhant Evam Vyavhaar*. 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* (5<sup>th</sup> 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.

  
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### **PAPER-III**

#### **Research Methodology and Statistics (0714103)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Social Science Research: Conceptual Dimensions Types of Social Science Research  
Research Process

#### **UNIT-II**

Identification and Formulation of Research Questions and Hypotheses Research Designs:  
Qualitative and Quantitative  
Sampling Methods and Techniques

#### **UNIT-III**

Methods of Data Collection: Documents  
Observation Method  
Questionnaire and Interview methods Case Study Method  
Coding, Tabulation and Scaling Techniques

#### **UNIT-IV**

Statistical Methods: Meaning, Significance and Basic Techniques like Central tendencies and Measures of Dispersion  
Writing a Research Paper / Research Report: Contents and Guidelines Writing Notes and References  
Research Ethics in Public Administration  
Measures of Central Tendency: Mean, Median, Mode

#### **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: Har Anand.

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*. (7<sup>th</sup> edition). New York: St. Martin's Press Inc.

Pai Panandikar, 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.



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## **PAPER -IV**

### **Comparative and Development Administration (0714104)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Organizations of 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: Arihant 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). *Vaishvikrit Duniyamein Lok Prashasan: Siddhantaur Paddhatiyan* (Hindi Edition). New Delhi: Sage Bhasha.  
 Mina R. P. (2020). *Tulnatmak Prashashanik Vyavsthayein.* 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.

  
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## OPTIONAL PAPERS

### PAPER-V

Citizen-Centric Administration (0714105)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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 Gol (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

#### 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: Bhrashtachar Mukh Seva 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](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](http://indiagovernance.gov.in/files/citizen_engagement_in_egovernance.pdf)

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

  
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## **PAPER-VI**

### **Administration of NGOs (0714106)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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 NITI Aayog, 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: Vivek Prakashan. 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](http://www.oxfamindia.org). SEWA <https://sewa.org> Voluntary Action Network India. [www.Vaniindia.org](http://www.Vaniindia.org). (VANI)

### Readings in Hindi

Yadav Kamla. *Adhunik Samaaj Karya Evam Gair Sarkari Sangathan*, DND Publication

### Further Readings

Chatterjee, A. (1998). *NGOs: An Alternative Democracy in Hiranmay Karlekar 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/>

  
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## SEMESTER II CORE PAPERS

### PAPER-I

#### Administrative Thought (0814101)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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: RandomHouse. 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* (3<sup>rd</sup> edition). New York: Macmillan Company

Wren, D. A. (2009). *The Evolution of Management Thought*. New York: Ronald.

  
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## **PAPER- II**

### **Public Finance and Financial Administration (0814102)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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* (2<sup>nd</sup> edition). New Delhi: Allied Publishers.

Chand, P. (2010). *Performance Budgeting* (2<sup>nd</sup> 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 Anupama Puri Mahajan (2014). *Financial Administration in India*. New Delhi: PHI Learning.

Shome, Parthasarathi (ed.) (2013). *Indian Tax Administration: A Dialogue*. New Delhi: Orient Blackswan

Singh, Rajiva Ranjan (2016); *Challenges of Indian Tax Administration*. Gurugram: Lexis Nexis

Thavaraj, M. J. K. (2001). *Financial Administration in India* (6<sup>th</sup> 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.



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### **PAPER- III**

#### **Public Personnel Administration (0814103)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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* (4<sup>th</sup> ed.). Jalandhar: New Academics.  
Davar, Rustom S. (2008). *Personnel Management and Industrial Relations in India* (2<sup>nd</sup> 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://darp.gov.in/sites/default/files/personnel\\_administration10.pdf](https://darp.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* (6<sup>th</sup> 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 Lok Prashasan*. Agra: Sahitya Bhawan

**Further Readings**

Flippo, E. (2008). *Principles of Personnel Management* (4<sup>th</sup> ed.). Kogakusha: McGraw Hill.

Koontz, H and O'Donnell, Cyril. (2008). *Principles of Management* (5<sup>th</sup> ed).

Tokyo: McGrawHill.

Pigors, P. and Myers, C.A. (1969). *Personnel Administration: A Point of View and a Method* (6<sup>th</sup> 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.

  
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## **PAPER IV**

### **PUBLIC POLICY: CONCEPTS AND MODELS (0814104)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

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

#### **Unit-I**

Public Policy: Meaning, Nature, characteristics of public policy, importance of public policy  
Types of public policy (Group Model, Elite Model, Incremental Model, Institutional Model, Rational Model, Game theory and Systems Theory)

Policy Sciences: Meaning, emergence and importance of policy sciences; Policy analysis and approaches to policy sciences

#### **Unit-II**

Policy Cycle: Policy formulation, policy implementation, policy education, policy evaluation  
Cost-Benefit analysis, Input-Output analysis) and constraints in policy making

#### **Unit-III**

Public Policy and role of political executive, role of permanent executive in policy making

Public policy and bureaucracy: Delegated Legislation

Public Policy and Judiciary: Judicial Review

#### **Unit-IV**

Policy Making Process in India: Evaluation of Policy in India, problems of policy evaluation  
Policy making and interaction amongst various organizations: Parliament, Political executive, permanent executive, judiciary

Policy making trends in India in the Post Globalization Era

#### **Essential Readings**

Anderson J.E., (2006) Public Policy Making: An Introduction, Boston, Houghton Thomas R.

Dye: Understanding Public Policy

Ishwar Dayal (et. all): Dynamic of Formulating policy in government of India

R.K. Saprú: Public Policy: Formulation, Implementation and Evaluation

Krishna Sigal: Policy Making in India: An approach to optimization

Francis Rourke: Bureaucracy, Politics and Public Policy

Charles Lindboom: The Policy Making Process

Chand Paul: Indian Parliament (The Institute of Constitutional and Parliamentary Studies)

Bidyut Chakrabarty and Prakash Chand: Public Policy, Concept, Theory and Practice

Louis Koenig: An Introduction to Public Policy  
 Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, New York: University of Pittsburgh Press.  
 Bardach, Eugene (1977), The implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT.  
 Barker, Antony and B. Guy Peters (eds.) (1993), The Politics of Experts Advice: Creating, Using and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburg Press.  
 Brazelay Michael 1992, Breaking Through Bureaucracy: A New Version for Managing in Government, UCP.  
 Bergerson pepter (1991) Teaching public policy: Theory research and practice Westport RI Greenwood Press  
 Birkland Thomas A (2005) An introduction to the policy process: Theories concepts and models of public policy making, Armonk, M E Sharpe  
 Dror Y (1989) public policy making re-examined, 2<sup>nd</sup> edition, san francisco, chandler.  
 Fischer Frank (1995), Evaluating public policy, Singapore, pearson.  
 Hill Michael (2005) The Public Policy Process, Harlow UK: Pearson.  
 John M. Shafritz (1998) International Encyclopedia of public policy and administration, westview press.  
 John peters (2012) Analyzing Public Policy, 2<sup>nd</sup> Edition, Routledge, Taylor And Francis Group, London.  
 Lasswell Harold (1971) A preview of Public policy sciences, New York, Elsevier  
 Lerner D. and H. D. Lassell (1951) The Policy sciences, Stanford, Stanford University Press  
 Kindblom C E and E J Woodhouse (1993) The Policy Making Process, New Jersey, Prentice Hall.

  
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## OPTIONAL PAPERS

### PAPER- V

#### MIS and E-Governance (0814105)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**Objectives of the paper:** The paper aims to develop an understanding of the concept, development and applications of MIS in organizations; 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 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 (Retreived from <http://www.msosficetutorial-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.

  
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## PAPER-VI

Police Administration (0814106)

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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: Vlchar 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.

  
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**SEMESTER III**  
**Core Compulsory**

**PAPER- I**  
**Local Governance in India (0914101)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

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: Vishwa Prakashan.
- 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

**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



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## **PAPER II**

### **Social Systems and Welfare Administration (0914102)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

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.

**PAPER III**  
**DEVELOPMENT ADMINISTRATION (0914103)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Development and its Socio-cultural, Political and Economic Dimensions Nature, Scope and Elements of Development Administration Development and Non Development Dichotomy Goals and Challenges of Development Administration

**UNIT-II**

F.W. Riggs

Sustainable Development, Human Development, Inclusive Development

**UNIT-III**

Mixed Economy Approach

Economic Planning and Development- Institutions and Process in Historical Perspective

Niti Ayog and National Development Council

Decentralized Planning

**UNIT-IV**

Gender and Development NGOs and Development

Globalization and Development (PPP Model)

United Nation and other International Agencies in Development

**Essential Readings:**

Ali Farazmand, (2001), Handbook of Comparative and Development Public Administration, Marcel Dekker, New York.

Montgomery, J. (1966), Approaches to development politics, administration and change, New York, McGraw Hill.

Pai Panandikar, V.A., (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.

Riggs F.W. Ed. (19) The Frontiers of Development Administration, Durham, North Carolina: Duke University Press.

Riggs, F.W. (1970), The Ecology of administration, Bloomington: Indiana University.

Riggs, F.W. (1956), Public Administration: A neglected factor in economic development. Annals of the American Academy of Political and Social Sciences, No.305, Agrarian Societies in Transition (May 1956), 70-80.

Swerdlow, L. (1963), Ed.), Development Administration: Concepts and Problems, Syracuse, New York: Syracuse university Press.

W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Carolina: Duke University Press.



## OPTIONAL PAPERS

### PAPER- IV

#### Disaster Management (0914104)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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

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); *Aapda Prabandhan Ke Naye Siddhant*. New Delhi: Hindi Book Centre  
Vyas, Harishchandra. (2004). *Jansankhya, PradooshanaurParyavaran*. Mumbai: VidyaViharGarg  
H.S. (2016). *Aapda Prabandhan*, SBPD Publications.

## **PAPER – V**

### **Public Health Policy and Management (0914105)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

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

Online sources

Ministry of AYUSH: <https://main.ayush.gov.in/>

The Mental Healthcare Act, 2017: <https://egazette.nic.in/WriteReadData/2017/175248.pdf>

Ministry of Health and Family Welfare: <https://main.mohfw.gov.in/>

National Medical Commission: <https://www.nmc.org.in/>

**PAPER VI**  
**PUBLIC SECTOR MANAGEMENT (0914106)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Public Enterprises Meaning, Nature and Types Growth and Environment of Public Enterprises. Rationale and Objectives. Government's Policy Towards Public Enterprises.

**UNIT-II**

Role of Public Sector in India Forms of Organization

Public Corporation; Public Company; Department- Forms, Types and Structure. The Board of Directors – its Constitution and Functions.

**UNIT-III**

Industrial Relations and Worker's Participation in Management.

Personnel Management-Recruitment and Training. Performance Evaluation Privatisation of Public Enterprises;

Performance Appraisal: Meaning, Methods, Techniques.

**UNIT-IV**

Stress Management: Meaning, Features, Types & Causes; Corporate Governance Act – 2013 Business Ethics and Corporate Responsibility;

Public Enterprises: Meaning, Features, Types & Causes;

Time Management- Features, Causes & Techniques of Public Enterprises;

**Essential Readings**

R. K. Singla: Business Management, V.K. Globle Publications Pvt. Ltd., 4323/3 Ansari Road, Darya Ganj, New Delhi-110002

A. Ghosh: Indian Economy – its Nature and Problems, Calcutta: The World Press Pvt. Dutt and Sundharam: Indian Economy, Delhi: S. Chand & Co., 2004.

B.L. Mathur: Economic Policy and Administration (Hindi), Jaipur: RBSA Publishers, SMS Highway 1990.

C. B. Mamoria & S. V. Gankar: Human Resource Management, Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai-400004. (Branch Office: Pooja Apartments', 4-B, Murari Lal Street, Ansari Road, Darya Ganj, New Delhi-110002

V.V. Ramanadhan (ed.), Public Enterprises and Developing World, London: Groom Helm, 1984.

A.H. Hansen: Public Enterprises and Economic Development, London: Routledge and Kegan, 1972.

Laxmi Narain: Principles and Practice of Public Enterprises Management, New Delhi: S. Chand

## **SEMESTER IV**

### **Compulsory Paper**

#### **PAPER-I**

##### **Environment Administration (1014101)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Environment: Key Concepts and Issues: Climate, Biodiversity, Waste Management, Air Pollution, Water Pollution

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., & Illiyani, 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, Harish chandra (2004). *Jansankhya, Pradooshan aur Paryavaran*; VidyaVihar

  
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## **Paper II**

### **ADMINISTRATIVE LAW (1014102)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

Meaning, Growth and Scope of Administrative Law

Distinction between Constitutional Law and Administrative Law Droit Administration

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 Lok Ayukta 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

  
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### **PAPER- III**

#### **Organisational Development and Administrative Improvement (1014103)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

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

## OPTIONAL PAPERS

### PAPER- IV

#### Ethics in Governance (1014104)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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

Ethics: Concept and Significance; Introducing Key Concepts: Right, Duty, Obligation, Virtue, Freedom, Equality, Compassion, Fraternity, Karma, Purusharthas, Dharma, 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 Publication.

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.

*The Arthashastra*. New Delhi: Penguin Books

Second Administrative Reforms Commission. (2007) (4th Report). *Ethics in Governance*. New Delhi: GOI


#### Readings in Hindi

Bhattacharya, Mohit. (2007). *Lok Prashasan Ke Naye Ayaam*. New Delhi: Jawahar Publishers and Distributors.

### PAPER-V

#### Corporate Governance (1014105)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

  
PARVINDH KUMAR  
PROFESSOR  
ptt. of Political Science  
Jain College, Saharanpur



The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

**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**

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.

#### **PAPER –VI**

**Public Enterprise Management (1014106)**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 75 marks and internal assessment of 25 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.

PARVIND KUMAR  
PROFESSOR  
HOD of Political Science  
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**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**

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); Professionalization of Boards of Governance in India

#### **UNIT IV**

Disinvestment: Objectives, Methods, Machinery and Assessment  
Privatization: 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](http://dpe.nic.in); [finmin.nic.in](http://finmin.nic.in)

  
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