Central University of Jammu
DEPARTMENT OF PUBLIC POLICY AND PUBLIC ADMINISTRATION

MINUTES OF THE 12TH MEETING OF BOARD OF STUDIES HELD ON 06 OCTOBER 2023

The 12th meeting of the Board of Studies of the Department of Public Policy and Public Administration was held on 06 October 2023 at 11:00 am in the Committee Room, DDE Building, Central University of Jammu, Rahya-Suchani (Bagla), Distt. Samba, Jammu & Kashmir (UT) – 181143.

The following members were present:

1.	Prof. Santap Sanhari Mishra, Head of the Department	Chairman
2.	Dr. Rouchi Chaudhary	Member
3.	Dr. Mohit Sharma	Member
4.	Prof. Sanjeev Kumar Mahajan	Subject Expert
5.	Prof. Asit Mantri	Vice Chancellor Nominee
6.	Dr. Sushil S. Kamble	Invitee
7.	Mr. Indra Pratap	Invitee

At the outset, The Head of the Department and Chairman of the Board Studies, Prof. Santap Sanhari Mishra welcomed all the members of the BoS. He specially appreciated Prof. Sanjeev Kumar Mahajan, Subject Expert, for sparing their precious time. He also informed the Board about the absence of Prof. Amandeep Kaur, Subject Expert.

The Head of the Department briefly narrated the significant developments in the Department since the last BoS meeting.

The Board appreciated the developments being made by the Department.

After the above prefatory remarks, the following Agenda were presented before the BoS for consideration:

Item no. 12.1 Confirmed the minutes of the 11th Meeting of Board of Studies held on 17th May 2022.

Item no. 12.2 Considered and recommended the course-matrix and course syllabi of PhD for Batch-2021 and onwards. (Annexure – I)

Central University of Jammu

DEPARTMENT OF PUBLIC POLICY AND PUBLIC ADMINISTRATION

Item no. 12.3 Considered and recommended the course-matrix and course syllabi for Master's Degree Program in Public Policy and Public Administration as per the NEP for Batch 2023-2025. (Annexure – II)

Item no. 12.4 Considered and recommended the course-matrix and course syllabi for Master's Degree Program in Public Policy and Public Administration as per the NEP for Batch 2024-2026 and onwards. (Annexure – III)

Item no. 12.5 Considered and recommended the re-registration of Mr. Ratnesh Singh (Research Scholar, Integrated MPhil-PhD Batch 2014) w.e.f. 30th August 2021(as approved by DRC vide No. CUJ/PPPA/2023/258 dated 27.09.2023). (Annexure – IV)

Item no. 12.6 Considered and recommended the PhD Titles and Synopses of Research Scholars (PhD Batch 2020). (Annexure – V)

Item no. 12.7 Considered and recommended the PhD Title of Mr. Shailender Slathia (Research Scholar, PhD Batch 2020). (Annexure – VI)

Item No. 12.8 Considered and approved the allotment of Research Supervisor for Ms. Durdana Samoon (Research Scholar, PhD Batch 2020). (Annexure – VII)

Item No. 12.9 Considered and recommended the PhD Titles and Synopses of Research Scholars (PhD Batch 2021). (Annexure – VIII)

The meeting ended with the vote of thanks to the Chair.

Signatures:

1. Prof. Santap Sanhari Mishra, Chairman

2. Dr. Rouchi Chaudhary, Member

3. Dr. Mohit Sharma, Member

4. Prof. Sanjeev Kumar Mahajan (Subject Expert)

5. Prof. Asit Mantri, Vice Chancellor Nominee

6. Dr. Sushil S. Kamble, Invitee

7. Mr. Indra Pratap, Invitee

Course-Matrix of PhD in Public Policy and Public Administration
for the Batch 2021 and onwards

Department of Public Policy and Public Administration
Central University of Jammu, Rahya-Suchani (Bagla)
Distt. Samba, Jammu and Kashmir (UT) – 181143

06 October 2023

Proposed Course-Matrix (Course Work) for the PhD degree programme in Public Policy and
Public Administration for the Batch 2021 and onwards for the approval of Board of Studies.

Course Matrix

PhD Course Work

Course Code	Course Title	Credit	ESE	Max. Marks
COMPULSORY / CORE COURSES				
PHUNI1C001T	Research and Publication Ethics (RPE)	2	50	100
PHUNI1C002T	Research Methodology	4	100	100
OPTIONAL / OPEN ELECTIVE COURSE				
#	Open Elective Course – I	4	50	100
Total		10	-	250

List of Optional / Open Elective Courses Offered by the Department of Public Policy and Public Administration				
Course Code	Course Title	Credit	Major	Max. Marks
OPTIONAL / OPEN ELECTIVE COURSE				
PHPPA1C005T	Introduction to Public Administration and Governance	4	100	100

INTRODUCTION TO PUBLIC ADMINISTRATION AND GOVERNANCE

Course Code: PHPPA1C005T   **Credits: 04**

Course Objective: Public Administration in theoretical perspective has been specifically crafted to give new life to public administration theory and practice by helping students view the discipline through a variety of perspectives. Designed for the capstone course in research program, as well as a fresh approach for courses in PA theory and organizational theory, this unique course provides a culminating experience--bringing together what has been learned in previous courses without simply rehashing old content. It offers a comprehensive guide to major approaches to PA, and synthesizes them to deepen the understanding of the discipline.

Unit I: Introduction
a) Evolution of Public Administration and present status
b) Globalization and Public Administration
c) Minnowbrook – I, II & III

Unit II: Approaches
a) Critical Theory
b) Public Choice Approach
c) Public Policy Approach

Unit III: Emerging Trends
a) New Public Management
b) New Public Service
c) Post-Modern Public Administration
c) **Unit IV: Governance**
a) Governance – Concept and Indicators
b) Good Governance
c) Corporate Governance & Corporate Social Responsibility

Select References:

Bhattacharya, Mohit (2013), New Horizons of Public Administration, Jawahar Publishers, New Delhi.
Donald Menzel and Harvey White (eds) 2011. The State of Public Administration: Issues, Challenges and Opportunity.M. E. Sharpe.
Henry, Nicholas (2006), Public Administration and Public Affairs, Prentice Hall of India, New Delhi.
Ravindra Prasad, D. Prasad, VS, Satyanarayana P and Pardhasaradhi, Y. (eds.,)(2013), Administrative Thinkers, Sterling, New Delhi.
Riggs, F.W. (2011), The Ecology of Public Administration, 50th Anniversary Edition, IIPA, New Delhi.
Robert T. Golembiewski (1974), Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, pp. 21–49
Donald Menzel (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. New York: M. E. Sharpe.
Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2023 – 2025

**Department of Public Policy and Public Administration
Central University of Jammu, Rahya-Suchani (Bagla)
Distt. Samba, Jammu and Kashmir (UT) – 181143**
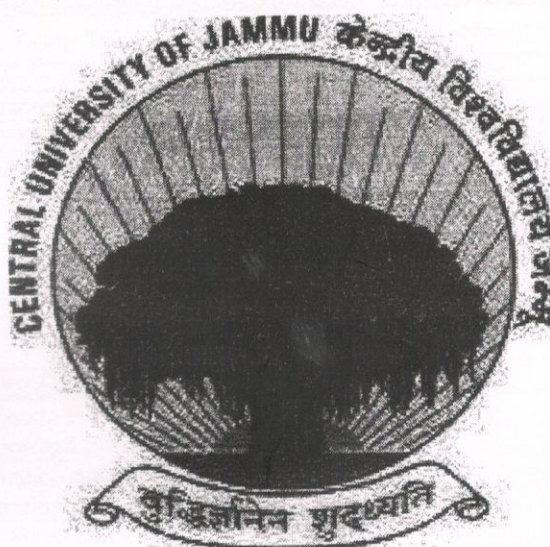
06 October 2023

Proposed Course Matrix (Semesters – I, II, III and IV) and Course Curriculum (Semesters – I, II, III and IV) for the Master's degree programme in Public Policy and Public Administration for the Batch 2023 – 2025 as per New Education Policy Learning Outcomes based Curriculum Framework (NEP - LOCF) for the approval of the Board of Studies.

Syllabi of MA in Public Policy and Public Administration for the Batch 2023 – 2025

Course Matrix

Semester – I

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Core Courses						
	Introduction to Public Administration	4	5+5	20	20	50	100
	Administrative Thinkers	4	5+5	20	20	50	100
	Indian Administration	4	5+5	20	20	50	100
	Microsoft Office	2	25	-	-	25	50
	Open Elective Courses						
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22	-	-	-	-	550

List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
##	MOOCS	4	-	-	-	-	100
	Public Personnel Administration	4	5+5	20	20	50	100

*MOOCS COURSE TO BE OPTED AS PER AVAILABILITY ON SWAYAM PLATFORM

**Credit transfer up to 40% allowed/as per the university policy.

Semester – II

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Core Courses						
	Introduction to Public Policy: Formulation and Implementation	4	5+5	20	20	50	100
	Public Finance and Personnel Administration	4	5+5	20	20	50	100
	Research Methodology	4	5+5	20	20	50	100
	Skill Enhancement / Value Additions Courses						
UPPA1O001T	Indian Administrative Thought*	2	25	-	-	25	50
	Open Elective Courses						
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22	-	-	-	-	550

List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	E-governance	4	5+5	20	20	50	100
	Disaster Governance	4	5+5	20	20	50	100
	Civil Society, Social Capital and Democracy	4	5+5	20	20	50	100
	Law, Ethics and Governance	4	5+5	20	20	50	100

*Paper related to Indian Knowledge System has to be chosen from 'IKS basket'.

**Credit transfer up to 40% allowed/as per the university policy.

NOTE: Learners have an option to exit after one year with a "Post Graduate Diploma in Public Policy and Public Administration".

Syllabi of MA in Public Policy and Public Administration
for the Batch 2023 – 2025

Semester – III

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
Core Courses							
	Comparative and Development Administration	4	5+5	20	20	50	100
	Introduction to Governance	4	5+5	20	20	50	100
	Dissertation: Proposal	4	50	-	-	50	100
Skill Enhancement / Value Additions Courses							
	Internship	2	-	-	-	*30+20	50
Open Elective Courses							
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22		-	-	-	550

List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Public Leadership	4	5+5	20	20	50	100
	Organisation Behaviour	4	5+5	20	20	50	100
	Social Policy: State, Market and Society	4	5+5	20	20	50	100
	Statistical Methods in Social Science Research	4	5+5	20	20	50	100

*Assessment of Internship (50M) would be divided into two parts: 1- Report Writing (30M) and 2- Viva/Presentation (20M).
**Credit transfer up to 40% allowed/as per the university policy.

Semester - IV

Course Code	Course Title	Credit	CA	Minor- I	Minor- II	Major	Max. Marks
Core Courses							
	Governance in India: Contemporary Issues	4	5+5	20	20	50	100
	Public Policy Analysis	4	5+5	20	20	50	100
	Dissertation: Report Defense	4	60	-	-	40	100
Skill Enhancement / Value Additions Courses							
	Indian Knowledge System*	2	25	-	-	25	50
Audit Course							
	Police Administration in India	0	-	-	-	-	-
Open Elective Courses							
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22		-	-	-	550

List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Measuring Governance	4	5+5	20	20	50	100
	Corporate Governance	4	5+5	20	20	50	100
	Social Justice and Affirmative Action	4	5+5	20	20	50	100

*Paper related to Indian Knowledge System has to be chosen from 'IKS basket'.
**Credit transfer up to 40% allowed/as per the university policy.

Semester – I

Course No.	Contact Hrs/Week: 4 Hrs
Course Title: Introduction to Public Administration (Core Course)	Credit: 4
Duration of Examination: 3 Hrs	Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes:

- It will help to appreciate the methodological pluralism and synthesizing nature of knowledge in Public Administration.
- Comprehending the changing paradigms of Public Administration.
- Usage and application of administrative theories and concepts in day to day activities
- Understanding of Public Administration from multidimensional perspectives.

Unit – I: Introduction
a) Meaning, Nature, Scope, and Significance of Public Administration
b) Evolution of Public Administration – Woodrow Wilson, Golembiewski, and Nicholas Henry
c) Approaches to Public Administration – Classical, Human Relations, Behavioural
d) Approaches to Public Administration - Ecological and Systems

Unit – II: Principles of Public Administration
a) Division of Work, Coordination, and Hierarchy
b) Unity of Command, Span of Control, and Delegation
c) Centralization, Decentralization, and Line and Staff
d) Leadership, Supervision, and Communication

Unit – III: Organizations
a) Concept of Organization
b) Types of Organization: Department and Public Corporation
c) Types of Organization: Public Company & Independent Regulatory Commission
d) Organization and Methods

Unit – IV: Concepts
a) New Public Administration: Minnowbrook I, II
b) New Public Administration: Minnowbrook III
c) New Public Management
d) New Public Service

Unit – V: Emerging Trends
a) Critical Social Theory
b) Post Modern Public Administration
c) Globalization and Public Administration
d) Public Administration in transition

Reference Books and Suggested Readings:

Avasthi & Maheshwari (2012), Public Administration, Lakshminarayan Agarwal, Agra

Bhattacharya, Mohit (2013), New Horizons of Public Administration, Jawahar Publishers, New Delhi.

Denhardt and Denhardt (2007), The New Public Service, Serving, Not Steering, M.E.Sharpe, NewYork

Donald Menzel and Harvey White (eds) (2011), The State of Public Administration: Issues, Challenges and Opportunities, New York, M. E. Sharpe.

Fox, Richard C (2005), Critical Social Theory in Public Administration, PHI, New Delhi

George Frederickson (2008), The Public Administration Primer, Westview Press.

Golembiewski, Robert T.,Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21– 49, March 1974.

Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi

Jan-Erik Lane.(2000) New Public Management: An Introduction, Routledge, London.

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

O'Leary, Rosemary et al. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town University Press, DC

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

Wilson, Woodrow, "The Study of Administration," Political Science Quarterly 2 (June 1887)

Syllabi of MA in Public Policy and Public Administration
for the Batch 2023 – 2025

Semester – I

Course No.
Course Title: Administrative Thinkers (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
The theory depends on its capacity to describe, explain and predict. Theory in public administration means. To present evidence through definitions, concepts, and metaphors that promote understanding. The chronological narration of administrative theory from oriental thought through classical and human relations school, organizational humanism, and market theories of administration help the student to grasp the subject. After completion of the course, students are in a position to comprehend the basic tenets and developments of administrative theory.

Course Learning Outcomes:
* It will help the learners understand and synthesize the epistemology of organisational theory.
* Comprehend the theoretical differences between classical and behavioural approaches.
* Usage and application of administrative theories and concepts in day to day activities.
* Understanding of contribution of administrative thinkers from multidimensional perspectives.

Unit – I: Organisation theory
a) Oriental Thought: Kautilya
b) Woodrow Wilson – Evolution of Public Administration
c) Karl Marx – State and Bureaucracy
d) Max Weber - Bureaucracy

Unit – II: Classical School of Thought
a) Frederick Winslow Taylor- Scientific Management
b) Henri Fayol- Foundations of Management
c) Luther Gulick and Lyndall Urwick- Science of Administration
d) Mary Parker Follett – Constructive Conflict and Leadership

Unit – III: Neo-Classical School of Thought
a) Chester Barnard – Formal and Informal Organizations and Functions of Executive
b) Elton Mayo – Human Relations Movement
c) Herbert Simon: Behaviouralism and Decision-Making
d) Dwight Waldo – The Administrative State

Unit – IV: Organizational Humanism I
a) Abraham Maslow: Needs Hierarchy
b) Douglas McGregor: Theory X and Theory Y
c) Frederick Herzberg: Hygiene and Motivation Factors
d) Victor Vroom: Expectancy theory of motivation

Unit – V: Organizational Humanism II
a) Chris Argyris: Integrating the Individual and the Organization
b) Rensis Likert: Systems Management
c) Warren Bennis: Changing Organisations
d) Peter Drucker: Knowledge-Based Organization

Reference Books and Suggested Readings:

Argyris, Chris (1957), Personality and Organization, Harper, New York
Barnard, Chester (1969), The Functions of Executive, Cambridge, Harvard University Press
Dereck Pugh & David Hickson, (2007), Great Writers on Organisations, Ashgate Publishing Limited, England.
Drucker, Peter (2012), Management Challenges for the 21st Century, Harper business.
George H. Fredrickson (et al). (2003). The Public Administration Theory Primer, Westview Press
Henry Fayol, (1957). General and Industrial Management, Issac Pitman, London.
Herbert A. Simon (1965), Administrative Behavior, Free Press, New York.
Jay M. Shafritz and Steven Ott (2001), Classics of Organisation Theory, Harcourt College Publishers, Orlando.
Likert, Rensis (1976), New Patterns of Management, McGraw-Hill, New York
Luther Gulick & Lyndall Urwick (eds.)(1937), Papers on Science of Administration, NIPA, New York.
Maslow, Abraham (1954), Motivation and Personality, Harper & Row, NY
McGregor, Douglas (1960), The Human Side of Enterprise, McGraw- Hill, New York
Prasad, Ravindra. D (et al) eds (2013). Administrative Thinkers, Sterling Publishers, New Delhi.
Vroom, Victor H (1964), Work Motivation, John Wiley and Sons, New York
Waldo, Dwight (1968), The Study of Public Administration, Random house, New York.

Semester – I

Course No.

Course Title: Indian Administration (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes:

- Knowledge about the evolution and growth of Indian Administration.
- Familiarity with the constitutional framework on which Indian Administration is based.
- Grasping the role of Union Executive.
- Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general.
- Delineating the constitutional provisions and dynamics of union -state relationships.

Unit – I: Indian Constitution

a) Nature of the Constitution: Salient features of the Preamble

b) Fundamental Rights, Directive Principles, and Fundamental Duties

c) Amendments of the Constitution: Procedure for Amendment

d) Emergency Provisions

Unit – II: Central Government

a) Parliament: President, Lok Sabha, and Rajya Sabha

b) Political Executive: Prime Minister and Council of Ministers

c) Permanent Executive: Central Secretariat, Cabinet Secretariat, and PMO

d) Union Judiciary – Supreme Court

Unit – III: Centre-state Relations

a) Indian Federation: Distinctive features

b) Legislative Relations

c) Administrative Relations

d) Financial Relations

Unit – IV: State Government

a) Governor, Chief Minister, and Council of Ministers

b) Secretariat and Directorates

c) Changing Nature of District Administration and the Role of District Collector

d) State Judiciary and Subordinate Judiciary

Unit – V: Local Government

a) Concept of Local Government

b) Salient Feature of 73rd Constitutional Amendment Act

c) Salient Feature of 74th Constitutional Amendment Act

d) Scheduled Area Administration

Reference Books and Suggested Readings:

Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.

Austin, Granville (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.

Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.

Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad

Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi

Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.

Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.

Subash Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Assn, NPH

Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta, The Constitution of India, Government of India, 2009.

Abdul Aziz (ed.), (1996), Decentralised Governance in Asian Countries, Sage Publications, New Delhi.

George Mathew (1994), Panchayati Raj in India: From Legislation to Movement, ISS, New Delhi.

K.C. Sivaramakrishanan, et. al. (1993), Urbanisation in India: Basic Services and People's Participation, ISS.

Mohit Bhattacharya (1976), Management of Urban Government in India: Uppal, New Delhi.

Peter Oakley (1991), Projects with People: The Practice of Participation in Rural Development, I.L.O., Geneva.

S.R. Maheshwari (2003), Local Government in India, Lakshmi Narain Aggarwal, Agra.

Semester – I

Course No.

Course Title: Microsoft Office (Skill Enhancement Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 2

Maximum Marks: 50

Course Obejctive(s):

This course is designed to provide students with a comprehensive understanding of Microsoft Office applications, including Word, PowerPoint and Excel. Students will learn essential skills and techniques to create, format, and manage documents, spreadsheets, and presentations effectively. The course will focus on practical applications, hands-on exercises, and real-world examples to enhance students' proficiency in using Microsoft Office tools.

Course Learning Outcomes:

- To introduce students to the fundamental features of Microsoft Word, PowerPoint and Excel.
- To enable students to create and format professional documents using Microsoft Word.
- To guide students in creating visually engaging presentations using Microsoft PowerPoint.
- To teach students how to analyze and manipulate data using Microsoft Excel.

The students will be able to learn about the following services:

Unit – I:
MS Word – Basic and Advance

Unit – II:
MS PowerPoint – Basic and Advance

Unit – III:
MS Excel – Basic and Advance

Semester – I

Course No.

Course Title: MOOCS (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: **4**

Maximum Marks: 100

Semester I

Course No.   **Contact Hrs/Week:** 4 Hrs
Course Title: Public Personnel Administration (Open Elective Course)   **Credit:** 4
Duration of Examination: 3 Hrs   **Maximum Marks:** 100

Course Objective(s):
Human resource administration concerns human resource management as it applies specifically to the field of public administration. Human resources administration in public and non-profit settings includes human resource planning, staffing, development, and compensation. The function of human resources administration is to provide the employees with the capability and capacity to achieve long-term goals and plans. The course seeks to acclimatize the students with the fundamental and advanced precepts of human resource administration.

Course Learning Outcomes:
- Brief understanding of the personnel administration;
- Understanding of the various process, tools and techniques of personnel administration used for the selection and capacity development of the organisational personnel; and
- Understanding the contemporary trends in the public personnel administration.

Unit – I: Introduction
a) Public Personnel Administration: Meaning, Nature and Scope
b) Concept of Human Resources
c) Importance of Human Resource Development
d) Public Service: Concept and Role in Modern State

Unit – II: Classification and Recruitment
a) Man Power Planning
b) Classification of Services
c) Recruitment: Principles, Methods and Selection Process
d) Personnel Agencies

Unit – III: Training and Development
a) Training: Objectives, Types and Methods
b) Training: Needs Assessment
c) Performance Appraisal – Traditional and Modern methods
d) Capacity Building

Unit – IV: Pay and Conditions of Services
a) Promotion – Objectives and Principles
b) Discipline, Morale and Motivation
c) Pay and Service Conditions
d) Employer-Employee relations

Unit – V: Concepts and Emerging Trends
a) Neutrality, Anonymity and Integrity
b) Generalists and Specialists Controversy
c) Civil Service Reforms
d) ARC Recommendations 1st & 2nd

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

Semester – II

Course No.

Contact Hrs/Week: 4 Hrs

Course Title: Introduction to Public Policy: Formulation
and Implementation (Core Course)
Duration of Examination: 3 Hrs

Credit: 4
Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes:

* Understanding the basic concepts of public policy, its formulation and implementation
* Knowledge of various theories of formulation and implementation
* A comprehensive idea of various actors and problems involved

Unit – I: Introduction to Public Policy

a) Meaning, Scope, Types and Importance of Public Policy
b) Context of Public Policy and Policy Sciences
c) Public Policy Cycle - Problem Identification and Agenda Setting
d) Public Policy Actors & Constraints

Unit – II: Theories of Policy Formulation -I

a) System Theory (Black Box Model), Rationalism & Incrementalism
b) Group Theory, Elite Theory & Mixed Scanning Model
c) Institutionalism & Garbage Can Model
d) Multiple Stream Framework

Unit – III: Theories of Policy Formulation -II

a) Public Choice Theory
b) Game Theory
c) Advocacy Coalition Framework
d) Punctuated Equilibrium Theory

Unit – IV: Policy Implementation – Concepts and Models

a) Conceptualizing policy implementation, Evaluating Implementation Effectiveness
b) Top-down theory – Pressman & Wildavsky, Van Meter & Van Horn, Sabatier & Mazmanian, Eugene Bardach
c) Bottom-up theory – Street Level Bureaucracy of M. Lipsky
d) Hybrid theory – Richard Elmore

Unit – V: Policy Implementation – Tools and the Players

a) Policy Mapping
b) Policy Instrument Models – Dahl & Lindbloom, Linder & Peters, Hood, Canadian approach
c) Actors in Policy Implementation
d) Policy Implementation Problems

Reference Books and Suggested Readings:

Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
Dror.Y, (1989), Public Policy making Re-examined, 2nd ed., San Francisco, Chandler. Dye
Harold, (1971), A Preview of Policy Sciences, New York, Elsevier.
Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
Hill, M. & Peter, H. (2002). Implementing Public Policy: Governance in Theory and Practice. Sage: London Sapru
RK, (2004), Public Policy: Formulation, Implementation and Evaluation, Sterling Publishers, New Delhi.
John, Peter, (2012), Analysing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London. Lasswell
Kindon's J.W (1984), Agendas, Alternatives, and public policy, Harper Collians, New York.
Lerner, D. and H.D.Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press. Lindblom.
C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey, Prentice - Hall.
Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey, Prentice - Hall.
Michael Howlett and Ramesh, 2003, Studying Public Policy: Policy Cycles and Policy Subsystems, OUP.
Thomas R Dye, (2008), Understanding Public Policy, Singapore, Pearson Education.

Semester – II

Course No.
Course Title: Public Finance and Personnel Administration (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
This course provides an overview of the Public Financial Administration that includes collection, custody, and expenditure of public revenue at various levels of government. Students will have a knowledge of basic principles in public finance, role of various related agencies and about the control mechanism on public finance. Similarly, Public Personnel Administration concerns human resource management as it applies specifically to the field of public administration. The course also seeks to acclimatize the students with the fundamental and advanced precepts of human resource administration.

Course Learning Outcomes:
- Understanding Public finance, budgeting, Public financial institutions and financial resource mobilization strategies in the Indian context
- Comprehending the system and dynamics of Indian fiscal federalism and knowledge of various control mechanism on public finance.
- Understanding of the personnel administration, its process, tools and techniques used for the recruitment, training and development of the organisational personnel; and
- Understanding the contemporary trends in the public personnel administration.

Unit – I: Introduction to Public Finance and Budget
a) Financial Administration: Meaning and Scope and Significance
b) Public Finance, Revenue and Expenditure
c) Budget and its Types

Unit – II: Financial Management in India
a) Budgetary Process in India
b) Overview of Fiscal Federalism: Centre-State Financial Relations
c) Allocation of Financial Resources: Finance Commission and GST Council

Unit – III: Control over Public Finance
a) Parliamentary Control over Finances
b) Administrative Control over Finances
c) Accounting and Auditing: Role of CAG

Unit – IV: Public Personnel: Concepts
a) Public Service, Public Personnel and Human Resource
b) Classification of Services: Position and Rank
c) Generalist vs Specialist Debate

Unit – V: Human Resource Administration
a) Recruitment and Training
b) Promotions and Performance Appraisal
c) Employee-employer Relations

Reference Books and Suggested Readings:
Agarwal Pratibha (2012), Fiscal Federalism in India: New Century Publications
Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London.
Brigham Eugene F. (2011), Financial Management : Theory and Practice, Cengage Learning India.
Carlos , Santiso(2009) The Political Economy of Government Auditing, Taylor and Francis
Chelliah, Raja J (1970), Fiscal Policy in Underdeveloped Countries: Allen & Unwin
Chen Greg G et. al (Eds) (2008), Budget Tools: Financial Methods in the Public Sector, CQ Press.
Goel, S.L.&Rajneeesh, Shalini (2003), Public Personnel Administration, Deep & Deep, New Delhi
Government of India, Second Administrative Reforms Commission, Fourteenth Report, Strengthening Financial Management, Systems, April 2009.
Government of India, Second ARC, Tenth Report on 'Refurbishing of Personnel Administration'
Hillman (2003), Public Finance and Public Policy : Oxford University Press
Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, NewYork.
Mahajan Sanjeev Kumar and Anupama Puri Mahajan (2014), Financial Administration in India, PHI Learning.
Mugrave R A and P B Mugrave (2004), Public Finance in Theory and Practice: Tata Mc- Graw Hill
Rabin J, W. Bartley H, Miller, G. J. (2006) Handbook of Public Financial Management, T&FGroup.
Stahl, O. Glenn (1983), Public Personnel Administration, Harper & Row.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2023 – 2025

Semester – II

Course No.
Course Title: Research Methodology   (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s)

Research in common parlance refers to a search for knowledge. This course is intended as a sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriative tools and techniques for problem solving. Statistical methods are very useful instrument for the quality social science research. Objective of this course is to enhance the knowledge about statistical methods and among the students of Public Policy and Public Administration.

Unit – I
a) Meaning and characteristics of Science and Scientific method
b) Meaning, Objectives, Scope and Importance of Research in Social Science
c) Types of Research: Basic, Applied and Action - concept and characteristics.
d) Research Needs in Social Science: Priority Research Areas in Social Science, Ethical and Legal Issues

Unit – II
a) Review of Literature: Purpose and importance; Locating of relevant literature; Reliability and authencity of the source.
b) Selection of Research Problem: Definition and Statement of the Problem.
c) Identification of Variables and Formulation of Hypotheses: Sources of deriving hypotheses, characteristics of a good hypotheses, criteria for accepting or rejecting hypothesis
d) Formulating a Research Proposal: Characteristics and Lay out

Unit – III
a) Historical Method, Survey Method and Experimental Method: Concept and implications.
b) Qualitative approaches of Research: Phenomenology, Ethnography, Case studies, Grounded theory and Content Analysis: Concept and implications.
c) Sampling Procedures: Concept, types, procedures and constraints.
d) Construction of Tool: Observation, Interview, Questionnaire, Schedule, Rating Scale and Socio-metric Techniques

Unit – IV
a) Meaning, importance and Scope of Statistics and Measurement theory
b) Organization of Data: Statistical tables, Rank Order, Frequency Distribution: Graphical representation of data (Pie Chart, Bar Chart, Histogram, Frequency Polygon and Curve (Cumulative Frequency Curve or Ogive)
c) Measures of Central Tendency, Measure of Relative Position and Measure of Variability: Concept, computations and uses.
d) Skewness and Kurtosis Concept and application

Unit – V
a) Measure of Relationship: Examining relationships by Scatter plots, Product Moment, Rank Correlation and regression (regression equation and Prediction from regression)
b) Testing of Hypotheses: Confidence interval, level of significance. Setting up level of significance or confidence. One tailed and two tailed tests of significance. Standard Error, Types I and Type II Error
c) Parametric tests: Critical ratio, Analysis of Variance (ANOVA)-One way, and Non-Parametric tests: (Computing of Chi-square, Chi-square as Test of 'Goodness of Fit')
d) Research Report Writing and Methods of Dissemination

Reference Books and Suggested Readings:

Brent Edward E., Jr. Ronal E. Anderson(1990), Computer Applications in the Social Sciences, McGraw-Hill.
Bryman, Alan (2004), Social Research Methods. Delhi: Oxford University Press. Brent Edward E., Jr. Ronal E. Anderson(1990), Computer Applications in the Social Sciences. McGraw-Hill.
Bryman, Alan (2004). Social Research Methods. Delhi: Oxford University Press.
Burton,Dawn (Eds.) (2000. Research Training for Social Scientists. Sage Publications, New Delhi.
Chawla Deepak and Neena Sondhi (2011). Research Methodology- Concepts and Cases. Vikas Publishing, Delhi.
Garson G. David (1999). IT and Computer Applications in Public Administration. Idea Group Inc.
Kothari, C.R. and Gaurav Garg (2014). Research Methodology- Methods and Techniques. New Age, New Delhi.
Kumar. R. (2010). Research Methodology : A step by step guide for beginners. Sage Publication Ltd.
Locke, L. F., et.al (2007). Proposals that Work: A Guide for Planning Dissertations and Grant Proposals. New Delhi.
McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches. M.E. Sharpe.
Miller Gerald J., Kaifeng Yang(2007). Handbook of Research Methods in Public Administration. CRC Press.

Semester – II

Course No. UPPA1O001T
Course Title: Indian Administrative Thought (IKS)
Duration of Examination: 02 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 2
Maximum Marks: 50

Course Objective(s):
This interdisciplinary course explores the evolution of administrative thought in ancient India, focusing on the contributions of prominent scholars, and philosophers. Through an in-depth analysis of primary texts and historical contexts, students will gain a comprehensive understanding of the administrative principles, governance strategies, and ethical considerations that shaped ancient Indian society. The course will also examine the relevance of these ancient concepts in the modern administrative practices.

Course Learning Outcomes:
- To familiarize students with key ancient Indian texts and thinkers related to administrative thought.
- To critically evaluate the principles of governance, ethics, and statecraft advocated by ancient Indian scholars.
- To assess the impact of ancient administrative thought on subsequent historical periods and contemporary governance structures.
- To encourage students to apply ancient administrative principles to modern administrative challenges.

Unit – I: Introduction to Administrative Thought in Ancient India
a) Significance of Ancient Indian Civilizations and Governance Systems
b) Shukra Niti and Political Ethics: Political Ethics and Virtues of Rulers
c) Shanti Parva (Mahabharat): Political Ethics and Statecraft

Unit – II: Governance in Ancient India
a) Manusmriti and Legal Governance: Laws, Social Order, and Justice
b) Kautilya and the Arthashastra: Statecraft, Administration, and Ethics
c) Application of Kautilyan Principles in Governance

Unit – III: Relevance and Application in Modern Governance
a) Adaptation of Ancient Administrative Principles in Modern Governance
b) Ancient Indian Concept of Welfare State vs Modern Western Concept
c) Applying Ancient Thought to Contemporary Administrative Challenges: Case Studies

Reference Books and Suggested Readings:
Ali, S. S. (2006). Kautilya and the concept of good governance. *The Indian Journal of Political Science*. 375-380.
Bhalachandran, G. (2011). Kautilya's model of sustainable development. *Humanomics*, 27(1), 41-52.
Bose, F. (2022). Economics of Ancient Law: The Laws of Manu on Contracts. *Asian Journal of Law and Economics*. 13(3). 277-300.
Brown, D. M. (1964). *The white umbrella: Indian political thought from Manu to Gandhi*. University of California Press.
Ghose, A. M. (1988). An analysis of manu on man and society. *Journal of Indian philosophy*. 247-276.
Kumar. M. Revisiting Sovereignty through Ancient Indian Notions of Dharma. *Indian Journal of Politics and International Relations*, 23.
Mukherjee, J. (2010). Revisiting good governance in ancient Indian political thought. *The Indian Journal of Political Science*, 53-58.
Nagar, V. (2005). Kingship in the Sukra Niti. *Sankhdher, MM and Gurdeep Kaur. Politics in India: Ancient India. Politics of Change, Modern India. New Delhi: Deep & Deep Publications Pvt. Ltd*, 95-109.
Parikh, M. (2020). Leadership lessons from Shukraniti: a post-Vedic perspective. *International Journal of Indian Culture and Business Management*, 21(3), 410-434.
Sharma, R. S. (1991). *Aspects of political ideas and institutions in ancient India*. Motilal Banarsidass Publication.
Sinha, H. N. (1935). *Sovereignty in ancient Indian polity: A study in the evolution of early Indian state*. University of London. School of Oriental and African Studies (United Kingdom).
Subramaniam, V. (1998). The administrative legacy of ancient India. *International Journal of Public Administration*, 21(1), 87-108.

Semester – II

Course No.

Course Title: E-Governance (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes:

- Gaining theoretical understanding about the concept, theory and models of E-Governance
- Learning practical application of e-governance in different walks of life
- Awareness of various e-governance initiatives undertaken to deliver Public services to the stakeholders
- Developing necessary skills to use and operate e-governance or digital service delivery

Unit – I: Introduction to E-Governance
a) Governance and Administrative Reforms
b) Reinventing Government and New Public Management
c) ICT and E-Governance

Unit – II: Concepts and Models of E-Governance
a) Government Process Re-engineering
b) Models of E-Governance
c) E-Governance Policy Framework

Unit – III: E-Governance in India
a) E-Readiness and NCAER's E-Readiness Index
b) Digital Initiatives of Government of India
c) NEGP 2.0: E-Kranti

Unit – IV: Emerging Trends in E-Governance
a) Big Data and Open Government Data
b) Cloud Computing and Cloud Applications
c) M-Governance

Unit – V: Challenges to E-Governance
a) Digital Divide and Digital Inclusion
b) E-Literacy and Capacity Building
c) Privacy and Cyber Security

Reference Books and Suggested Readings:

Bhatnagar, S.C. (2004) E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi.

Bhatnagar, S.C. (2009) Unlocking E-Government Potential: Concepts, cases and practical insights, Sage Publications, New Delhi.

Bouwman, Harry, and et.al., (2005), Information and Communication Technology in Organisations, Sage Publications, London.

Madon.S, (2009), E-Governance for Development – A focus on Rural India, Palgrave Macmillan, London.

Marchionini, G., (1995), Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge, USA.

Mark Bevir, (2009), Key Concepts in Governance, Sage Publications, New Delhi,

Mary Maureen Brown, Jack Rabin (ed.), Electronic Government, Encyclopedia of Public Administration and Public Policy, Marcel Dekker, 2003, pp 427-432.

Michael E. Milakovich, (2012), digital governance - New Technologies for improving Public Service an Participation, Routlidge, Taylor and Francis group, New York.

Pardhasaradhi,Y. (et.al) (2009), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi.

Paul Gosling, (1997), Government in Digital Age, London, MacMillan Publication.

Prabhu, C.S.R, (2005) E-Governance: Concepts and Case Studies, Prentice-Hall of India, New Delhi.

Satyanarayana, J, (2004), E-Government: The Science of the possible, PHI Learning Pvt Ltd, New Delhi.

Semester – II

Course No.
Course Title: Disaster Governance (Open Elective Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

Through a structured curriculum encompassing topics such as disaster classification, international and national legal frameworks, comparative governance, and emerging issues, the program aims to cultivate a deep understanding of the complexities surrounding disaster preparedness, response, recovery, and risk reduction. Additionally, the course fosters critical thinking, research, and practical application, enabling students to contribute effectively to the fields of disaster law, policy, and governance. By the end of the program, students will be able to address the multifaceted challenges posed by disasters, promote resilience in communities, and make informed decisions to mitigate the impact of disasters on society and the environment.

Unit – I: Introduction to Disaster Law and Governance
a) Definitions and Nature of Disasters : Typologies and Classification
b) Historical Perspectives on Disasters
c) Disaster Risk Reduction (DRR) Principles and Frameworks

Unit – II: National Disaster Law and Policy
a) National Disaster Management Frameworks
b) Risk Assessment and Mitigation Strategies
c) Comparative Analysis of National Policies

Unit – III: International Disaster Law
a) Overview of International Disaster Law : Key International Treaties and Conventions
b) Humanitarian Principles : Disaster Response , Refugee and Internally Displaced Persons
c) Case Studies in International Disaster Law

Unit – IV: Comparative Disaster Governance
a) Public-Private Partnerships in Disaster Management
b) Community-Based Disaster Management
c) Risk Communication and Public Engagement

Unit – V: Emerging Issues in Disaster Management
a) Technology and Innovation in Disaster Management
b) Environmental Justice and Disasters
c) Future Trends and Challenges in Disaster Governance

References and Suggested Readings:

Aldunce, P., Beilin, R., Howitt, R., & Handmer, J. (2015). Resilience for Disaster Risk Reduction: A Review of the Literature. International Journal of Disaster Risk Reduction, 13, 274-282.

Alexander, D. (Ed.). (2016). The Routledge Handbook of Disaster Risk Reduction Including Climate Change Adaptation. Routledge.

Collier, M. (2015). Emergency Management: Concepts and Strategies for Effective Programs. Wiley.

Comfort, L. K. (2015). Designing Resilience: Preparing for Extreme Events. University of Pittsburgh Press.

Cutter, S. L. (2016). The Landscape of Disaster Resilience Indicators in the USA. Natural Hazards, 80(2), 741-758.

Drabek, T. E. (2010). Human System Responses to Disaster: An Inventory of Sociological Findings. Springer.

Hey, E., & Rosch, F. (2015). International Disaster Response Law: A Practical Approach. Springer.

Kreimer, A., Arnold, M., & Carlin, A. (2003). Building Safer Cities: The Future of Disaster Risk. The World Bank.

O'Brien, G., & O'Keefe, P. (Eds.). (2012). Climate Change and Disaster Management. Taylor & Francis.

Olshansky, R. B., & Johnson, L. A. (2010). Clear as Mud: Planning for the Rebuilding of New Orleans. Journal of the American Planning Association, 76(1), 5-21.

UNDP. (2009). Building Resilience to Natural Disasters: A Framework for Disaster Risk Reduction and Recovery.

Wisner, B., Gaillard, J. C., & Kelman, I. (2012). Handbook of Hazards and Disaster Risk Reduction. Routledge.

United Nations Office for Disaster Risk Reduction (UNDRR). (2015). Sendai Framework for Disaster Risk Reduction 2015-2030.

United Nations. (2006). Guiding Principles on Internal Displacement.

United Nations. (2007). Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief (MCDA). OCHA.

Semester – II

Course No.

Contact Hrs/Week: 4 Hrs

Course Title: Civil Society, Social Capital
and Democracy (Open Elective Course)
Duration of Examination: 3 Hrs

Credit: 4
Maximum Marks: 100

Course Objective(s):
In recent years both scholars and policymakers have expressed a remarkable amount of interest in the concepts of social capital and civil society. A growing body of research suggests that the social networks, community norms, and associational activities signified by these concepts can have important effects on social welfare, political stability, economic development, and governmental performance. This course intends to examine the roles played by these networks, norms, and organizations in outcomes ranging from local public goods provision and the performance of democracies.

Course Learning Outcomes:
- Understanding the historical evolution of the concepts of civil society and social capital
- Examining the application of such concept in democratic policy making
- Evaluate the effects of civil society and social capital on a variety of political and economic outcomes

Unit – I: Concepts and Conceptual Evolution of Civil Society
a) Understanding Civil Society
b) Elements of Civil Society
c) Growing role of civil society organizations

Unit – II: Civil Society and the State Interface
a) Civil Society and Political Regimes
b) Civil Society, resistance and protest
c) Civil society in globalized market

Unit – III: Concept of Social capital
a) Meaning and types of social capital
b) Theories of social capital
c) Social capital as a response to Social welfare policy

Unit – IV: Effects of Civil Society and Social Capital
a) Civil society, social capital and democracy
b) Domestic politics and policy making
c) Government performance, public goods provision and state capacity

Unit – V: Civil Society Movements in India
a) History of civil society movement in India
b) Types of civil societies in India and nature of work
c) Civil society and policy making case studies – Right to Information, Lokpal

Reference Books and Suggested Readings:
D. Archibugi and D. Held (eds) (1995). Cosmopolitan Democracy: An Agenda for a New World Order. Cambridge: Polity

Keane, J., (1998). Civil Society and the State, Verso, London

Levi, Margaret. (2003). "A State of Trust." Chapter 4 in *Trust and Governance*. Edited by Braithwaite and Levi. New York, NY: Russell Sage Foundation

Ostrom, Elinor, and T. K. Ahn. (2003). Introduction in *Foundations of Social Capital*. Edited by Ostrom, and Ahn. Northampton, MA: Edward Elgar Publishing

Putnam, Robert D. (2000). Bowling Alone: The Collapse and Revival of American Community. New York, NY: Simon & Schuster

Putnam, Robert D., Robert Leonardi, and Raffaella Y. Nanetti. (1994) Making Democracy Work: Civic Traditions in Modern Italy. Princeton, NJ: Princeton University Press, 1994.

Seligman, Adam. (1995). The Modern Idea of Civil Society." In *The Idea of Civil Society*. Princeton, NJ: Princeton University Press

Sidney Verba. (2006) "The Origins and Political Consequences of Social Capital." *Voice and Equality: Civic Voluntarism in American Politics*. Cambridge, MA: Harvard University Press

Semester – II

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Law, Ethics and Governance (Open Elective Course)
Duration of Examination: 3 Hrs

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

Unit – I: Legal Foundations
a) Fundamentals of Administrative Law
b) Values and Context of Legal and Administrative Process
c) Constitution, Rule of Law and Administrative Law

Unit – II: Law and Governance
a) Rule of Law, Doctrine of Separation of Powers, Principles of Checks and Balances, Doctrine of Ultra-vires
b) Delegated Legislation, Principles of Natural Justice
c) Administrative Adjudication and Redressal of grievances

Unit – III: Governance and Ethics
a) Codes and Norms of Ethics in India
b) Constitutional Values and its relationship with ethics
c) Family, Society, Education and Ethics

Unit – IV: Quasi-Judicial Governance
a) Administrative Tribunals
b) National Water Tribunal
c) National Green Tribunal

Unit – V: Emerging Trends
a) Local Bodies Ombudsman
b) Protection of Whistleblowers
c) Women Protection: Criminal Law (Amendment) Act, 2013 (Nirbhaya Act)

Reference Books and Selected Readings:
Appleby Paul H(1952), Morality and Administration in Democratic Government, Baton Rouge, Louisiana State University Press
Aradhe. Alok and G P Singh(2013), Principles of Administrative Law . LexisNexis.
Barnwal SP(1993), Ethics in work in India-Tradition in relation to Man and society, IIPA, New Delhi
Bentham Jeremy(1948), Introduction to Principles of morals and legislation, New York Boulding Kenneth E (1968),
Beyond Economics-- essays in society, religion and ethics, Ann Arbor Cane, Peter (2011) , Administrative Law, Oxford University Press, New York.
Chapman Richard (Ed)(2000), Ethics in Public Service for the New Millennium, Aldershot, Ashgate Chkrabarty S K (1998), Values and ethics for organization- Theory and practice – OUP, New Delhi
Fredrickson H G and Ghere R K (Ed) (1999), Ethics in Public Management, New York, ME Sharp Friedmans (2010), Administrative Law, Harcourt Professional Publishing.
Goodnow, Frank Johnson (2013),Comparative Administrative Law an Analysis of the Administrative Systems National and Local, of the United States, England, France and Germany, Making Of Modern Law, Gale.
Krishnaswamy, Sudhir (2011) , Democracy and Constitutionalism in India: A Study of the Basic Structure Doctrine, OUP McGarry , John (2013), Constitutional and Administrative Law, Routledge
Rosenbloom, David., et.al(ed).(1977), Public Administration and Law, Marcel Dekker. Second Administrative Reforms Commission, 1 and 2nd Reports
Sharma , Manoj (2004), Indian administrative law, Anmol Publisher, New Delhi.
Wade William and Christopher Forsyth (2009) Administrative Law, Oxford University Press.

Semester – III

Course No.

Course Title: Comparative and Development Administration (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit:4

Max Marks: 100

Course Objective(s):

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

Course Learning Outcomes:

- Understanding of administrative systems of different countries
- Models and Approaches to analyse the institutional and developmental set-up of the countries
- Understanding the factors that influence the developmental model and administrative development of the counties

Unit – I: Introduction

a) Concept, Nature,Scope and Significance of Comparative Public Administration

b) Evolution of Comparative Public Administration

c) Critique of Comparative Public Administration

Unit – II: CPA: Contribution of FW Riggs

a) Ecological Approach and Development Models by F.W.Riggs

b) Structural-Functional Approach

c) Theory of Prismatic Society

Unit – III: Comparative Administrative Systems

a) Classical Administrative System – France

b) Developed Administrative Systems – USA and UK

c) Modern Administrative Systems – Japan

Unit – IV: Development Administration – I

a) Concept, Nature, Scope and Significance of Development Administration

b) Goals and Challenges of Development Administration

c) Models of Development Administration: Sustainable Development, Human Development and Inclusive Development

Unit – V: Development Administration – II

a) Development Theories

b) Bureaucracy and Development

c) Role of NGOs and SHGs

Reference Books and Suggested Readings:

Ali Farazmand, (2001) Handbook of Comparative & Development Public Administration, Marcel Dekker, NY.

Chandler J.A (2000), Comparative Public Administration, Routledge, 29 West 35th Street, New York

Dahiya, S.S (2012). Comparative Public Administration, Sterling Publication., New Delhi

Eric E. Otenyo and Nancy S. Lind, ed. () Comparative Public Administration: The Essential Readings. Oxford.

Esman, Milton J. (1970). CAG and the study of public administration. In F. W. Riggs (Ed.). The frontiers of development administration (pp.41-71). Durham, North Carolina: Duke University Press.

Heady. F (1996). Public administration: A comparative perspective (5th ed.). New York:

Marcel Dekker Heaphey, J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3), 242-249.

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

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

Raphaeli, N. (1967). Readings in comparative public administration, Boston, Massachusetts: Allyn and Bacon.

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 Socities in Transition (1956), 70-80.

Swerdlow, I. (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.

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

Waldo, Dwight (1964). Comparative Public Administration: Prologue, Problems, and Promise. Chicago: Comparative Administration Group, American Society for Public Administration.

Semester – III

Course No.
Course Title: Introduction to Governance
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
The term governance has made an impressive career in a number of disciplines concerned with regulation, order and law. The word 'Governance' appears in diverse academic disciplines. At general level, governance refers to theories and issues of social coordination and the nature of all patterns of rule. The theories of governance have changed the understanding of various concepts of state and its institutions. New jargon of words emerged into the social science literature with different connotations. In this background, the present course is aimed to provide an in-depth understanding of the basic tenets and trends of Governance.

Course Learning Outcomes:
- Understanding the rationale forth-shift of focus from Government to Governance
- Understanding the Contextual and Conceptual dimensions of Governance
- Contemporary Techniques and Trends in Governance
- Changing Dynamics of the relationship of citizens and the State in governance

Unit I: Introduction
a) New Public Management
b) Reinventing Government
c) Government to Governance Shift

Unit II: Understanding Governance
a) Governance: Concept
b) Good Governance: Concept and Principles
c) Collaborative Governance and Networks in Governance

Unit III: Participatory Governance
a) Rationale of Participation
b) Challenges in Engagement and Participation
c) Case Studies: Kudumshree (Kerala), Grameen Bank (Bangladesh), Participatory Budgeting (Brazil), Watershed Development Programme (Ralegansiddhi)

Unit IV: Innovations in Governance
a) Innovations in Governance: Conceptual Framework
b) Innovations in Public Services: An Historical Perspective
c) Innovative Practices in Public Governance

Unit V: Measuring Governance
a) Measuring Governance: Concept, Need and Significance
b) Measuring Governance: Methodology & Inadequacy of Existing Measurement
c) World Wide Governance Indicators

Reference Books and Suggested Readings:

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

Bevir, Mark (2009), Key Concepts in Governance, Sage, London.

Bevir, Mark, ed. (2010) The Sage Handbook of Governance. Thousand Oaks, CA: Sage Publications.

Farazmand, Ali and Jack Pinkowski, eds. (2006) Handbook of Globalization, Governance, and Public Administration. London: CRC/Taylor & Francis.

Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In Deliberative Policy Analysis: Understanding Governance in the Network Society, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.

Kjaer, A (2004) Governance. Cambridge, UK: Polity Press.

Kooiman, Jan ed. (1993) Modern Governance: New Government-Society Interactions. London: Sage.

Morrison, Donald (1945) "Public Administration and the Art of Governance." Public Administration Review

Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." Governance: An International Journal of Policy, Administration, and Institutions 23:1:7–35.

Osborne, Stephen P., ed. The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. London: Routledge.

Peters, B. Guy, and Jon Pierre (1998) "Governance without Government?: Rethinking Public Administration." Journal of Public Administration Research and Theory 8 (2): 223-43.

Sandford Borins, ed., (2008), Innovations in Government Research, Recognition, and Replication. Brookings Institution Press.

Semester – III

Course No.

Course Title: Dissertation: Proposal (Core Course)

Duration of Examination: --

Contact Hrs/Week: --

Credit: 4

Maximum Marks: 100

Course Objective:

The Dissertation is distinguished from other forms of writing as it seeks answers, explanations, makes comparisons and arrives at generalisation that can be used to extend theory. This course is designed to guide students through the process of developing a comprehensive and well-structured dissertation proposal. Students will learn the essential components of a research proposal, including problem identification, literature review, research questions, methodology, and theoretical framework. This course will equip learners further with the knowledge, skills, and confidence needed to develop a high-quality dissertation proposal that serves as the foundation for their advanced research endeavours.

Course Learning Outcomes:

1. Demonstrating a deep understanding of the research area by analyzing the existing research literature, and identify and justify a research problem within their field of study.
2. Formulating clear and focused research questions and objectives that address the identified problem.
3. Conducting a comprehensive review of literature and analysing critically the relevant literature to identify research gaps, debates, and trends in the concern research area.
4. Design a robust research methodology by choosing appropriate research methods and techniques to develop a detailed plan for data collection and analysis.

The dissertation carries 04 Credits and divided into the following topics

- Problem Identification and Review of Literature – 50 Marks
- Research Synopsis – 50 Marks

Semester – III

Course No.

Course Title: Internship (Skill Enhancement Course)

Duration of Examination: --

Duration: 01 Month

Credit: 2

Maximum Marks: 50

Course Objectives:

This Internship course is designed to provide with real-world experience in public sector organizations. Through this practical exposure, students will integrate theoretical knowledge with practical application, enhance their skills, and develop a deeper understanding of the complexities of public administration. The course aims to prepare students for their future roles as effective public administrators by immersing them in the day-to-day operations of public organizations. It will facilitate students with hands-on experience in public administration settings and to understand the gap between theoretical knowledge and practical application in the field of public administration. It will also enhance learners' skills in areas such as decision-making, problem-solving, communication, and teamwork within a professional context by exposing them to the challenges and opportunities within public sector organizations.

Course Learning Outcomes:

- **Applying Theoretical Knowledge:** Integrating theories, concepts, and principles learned in the classroom to real-world situations within public administration settings.
- **Developing Professional Skills:** Developing practical skills in areas such as project management, policy analysis, public finance, and strategic planning, essential for effective public administration.
- **Developing Critical Thinking:** Analyzing complex issues faced by public sector organizations, critically evaluate solutions, and make informed decisions based on evidence and best practices.
- **Problem Solving by Teamwork and Collaboration:** Collaborating effectively within multidisciplinary teams, understanding the importance of teamwork and its impact on organizational success by identifying, analyzing, and providing solutions to real-world problems faced by public sector organizations, demonstrating innovative and practical problem-solving skills.

Semester – III

Course No.
Course Title: **Public Leadership (Open Elective Course)**
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
This course aims to elucidate the role of leadership in a public setting. Drawing from public management, psychology and organization studies, students would learn how leadership manifests itself in the public sector. This means understanding how to set goals, the motivation of those around you, how to engage and negotiate with stakeholders, managing change, making decisions, and exhibiting ethical behaviour. It starts with the assumption that while there are some general traits relevant across public, private and non-profit sectors, the nature of these sectors is different, and this affects how these traits function in practice.

Course Learning Outcomes:
- Understanding the basic concepts of leadership
- Knowledge of various theories of leadership
- Demonstrate an understanding of leadership communication theories and concepts

Unit I: Conceptualizing Leadership
a) What is leadership?
b) Introduction to Public Sector Leadership
c) What do leaders really do? What makes a leader?

Unit II: Leadership Theory I
a) Trait approach, Skills approach
b) Behavioural approach, Situational approach
c) Path-goal approach, Leader-member exchange approach

Unit III: Leadership Theory II
a) Transactional and Transformational Leadership
b) Authentic Leadership
c) Servant leadership

Unit IV: Leadership Theory III
a) Adaptive Leadership
b) Inclusive Leadership
c) Ethical Leadership

Unit V: Leadership in Action
a) Leadership and Communication
b) Leadership and Strategic management
c) Leadership, Diversity, gender and Culture

Reference Books and Suggested Readings:
Northouse, Peter G. (2021). Leadership: Theory and Practice, 9th Edition. Sage
The Jossey-Bass Handbook of Nonprofit Leadership and Management,1st ed. (2010). Wiley, San Francisco
Michael Z. Hackman and Craig E. Johnson. (2013). Leadership: A Communication Perspective, 6th ed.,Long Grove, Illinois: Waveland Press
Harvard Business Review, On Leadership (2011)
Doris Kearns Goodwin, Leadership: In Turbulent Times (2018)
Susan Cain, Quiet: The Power of Introverts in a World That Can't Stop Talking (2012)
Hart, Paul T. & Tummers R. (2019). Understanding Public Leadership. The Public Management & Leadership Series, Palgrave McMillan
Dobbel, J. Patrick. (2018). Public Leadership Ethics: A Management Approach. Routledge

Semester – III

Course No.

Course Title: Organisation Behaviour (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

The study of Organizational Behaviour (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behaviour relates to the expected behaviour of an individual in the organization. No two individuals are likely to behave in the same manner in a particular work situation. This paper introduces concepts related to behavior of individuals in organizations.

Unit I: Introduction

Meaning, Nature, Scope and Significance

Perspectives and Foundations of Organizational Behavior

Evolution of Organizational Behavior

Management and Organizational Behavior

Unit II: Organizations

Organizational Structure and Design

Organizational Culture, Creativity and Innovation

Organizational Change and Development

Organizational Learning

Unit III: Organizational Dynamics – I

Personality and Individual behavior

Workplace behavior and Interpersonal Behaviour

Value Attitude and Job Satisfaction

Work Stress and Stress Management

Unit IV: Organizational Dynamics – II

Motivation

Power and Leadership

Communication

Decision Making

Unit V: Emerging trends

Conflict Management

Group Dynamics

Ethics and Social Responsibility

Corporate Social Responsibility

Reference Books and Suggested Readings:

Aswathapa K, Organisation Behaviour, Himalaya Publishing House, New Delhi, 2016.

Curtis W. Cook and Phillip L. Hunsaker, Management and Organisational Behaviour, Third Edition, McGraw-Hill, Irwin, 2001.

Stephen P. Robbins, Organisational Behaviour — Concepts, Controversies and Applications. PHI, 1989.

Moorhead and Griffin, Organisational Behaviour, Jaico, 1999.

Jerald Greenberg and Robert A. Baron, Behaviour in Organisations, Prentice-Hall of India, 1999.

Robert T. Golembiewski, (Ed) Handbook of Organizational Behavior. Marcel Dekker, Inc. New York, 2001.

Kondalkar V G, Organisational Behaviour, New Age International Publishers, New Delhi, 2007.

Laurie J Mullins, Essentials of Organisational Behaviour, Pearson Education Limited, London, 2006.

Laurie J Mullins, Management and Organisational Behaviour, Pearson Education Limited, London, 2010.

Michael L. Vasu et al. Organizational Behavior and Public Management, Marcel Dekker, Inc. Basel, 1998.

Semester – III

Course No.
Course Title: Social Policy: State, Market and Society
(Open Elective Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4
Maximum Marks: 100

Course Objective(s):

Social Policy in a development context is the overarching framework of a wide-ranging inquiry into social policy that is developmental, democratic and socially inclusive. It is increasingly evident that social policy has a significance that goes beyond even the valid concerns about basic equity and minimal living standards, which form part of the social and economic rights of citizens. This course will explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.

UNIT- I: Introduction
a) Social Policy and Administration: Meaning, Scope and Significance
b) Relationship of Social Policy with Academic Disciplines
c) Social Justice: Concept and Philosophy
d) Social Exclusion and Inclusion

UNIT- II: Welfare States
a) Social context of welfare
b) Inequality and Redistribution
c) Welfare States: Models and Regimes
d) Welfare States: Patterns of development

UNIT- III: Social Welfare
a) Values and Ideology in Social Welfare
b) Strategies for Social Welfare
c) Public Services and Welfare bureaucracies
d) Administrative Process of Social Welfare

UNIT- IV: Emerging Trends
a) Affirmative Action and Positive Discrimination
b) Policy for Inclusive Development: Growth with Equity
c) Social Participation: Issues of Gender, Weaker Sections and Environment
d) Distribution of Welfare - State Vs. Market Debate

UNIT- V: Issues and Interventions in Social Policy
a) International Welfare Organizations: Refugees, Migrants and Human Trafficking
b) Role of Civil Society Organizations in Social Welfare
c) Sustainable Development Goals and Human Development Index: The Global Targets
d) Ethical Concerns in Social Policy

Reference Books and Suggested Readings:

Paul Spicker, (2014), Social Policy: Theory and Practice, Policy Press, Bristol, UK. Baldock John, et al, (2011), Social Policy, Oxford University Press.

Bochel , Hugh and Guy Daly (2014), Social Policy, Routledge.

Dev , Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays. Kennedy, Patricia (2013)Key Themes in Social Policy, Routledge.

Morales Daniel A. Gomez (1999), Transnational Social Policies, IDRC/CRDI Miller, David (1976), Social Justice, Clarendon Press, Oxford

Naila, Kabeer (2006), Social Exclusion and the MDGs. The Challenge of 'Durable Inequalities' in the Asian Context, Institute of Development Studies and Overseas Development Studies Institute.

Sharma Arvind (2005),Reservation and Affirmative Action: Models of Social Integration in India and the United States, Sage. Sen , Amartya (2009), The Idea of Justice. Allen Lane & Harvard University Press.

Sen , Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Social Development Papers No.1. Asian Development Bank.

Thorat, Sukhadeo & Narendra, Kumar(2008), In Search of Inclusive Policy: Addressing Graded Inequality, Rawat Publications, New Delhi & Jaipur.

Yadav , Sushma, (2006) , Social Justice: Ambedkar's Vision, IIPA , New Delhi.

Valerian Rodrigues (2002), The Essential Writings of B.R. Ambedkar, Oxford University Press, New Delhi. Yadav , Sushma (2010), Reservation and Inclusive Growth: Theme Paper for 54th Member's Annual Conference, IIPA, New Delhi.

Semester – III

Contact Hrs/Week: 4 Hrs

Course No.
Course Title: **Statistical Methods in Social Science Research**
(Open Elective Course)
Duration of Examination: 3 Hrs

Credit: 4
Maximum Marks: 100

Course Objective(s):
Statistical methods and computer applications are very useful instrument for the quality social science research. Computers are extremely useful for the processing of large quantities of data and reducing data to more manageable and easily understood forms. So, the objective of this course is to enhance the knowledge about statistical methods and computer applications among the students of public policy and public administration.

Course Learning Outcomes:
- It will help to manage, organise, and presentation of data.
- Learn how to use statistical models/methods to solve real-world problems.
- Would Perform statistical inference in a variety of situations and evaluate the results in a practical setting.

Unit I
a) Meaning, Functions and Scope of Statistics
b) Scales or level of Measurement, Variable and their Classification
c) Organization and Classification of Data: Primary and Secondary data, Graphical representation of data (Histogram & Ogive).

Unit II
a) Central Tendency: Mean Median and Mode.
b) Measures of Variability: Average, Standard and Quartile deviation.
c) Percentile and Percentile Rank

Unit III
a) Standard score(z-score) And Normal distribution: Characteristics of Normal and probability curve and deviation from normality (Skewenss and Kurtosis)
b) Testing of hypotheses, Confidence interval, level of significance and hypotheses testing, one tailed and two tailed tests, Types I and Type II Error
c) Significance of mean and other Statistics

Unit IV
a) Significance of the Difference between means and other statistics: sampling distribution of differences, significance difference between two means, 'z' scores, and 't' test
b) Estimate of Relation: Examining relationships by scatter plots.
c) Types and methods correlation Analysis (Pearson Product Moment co-efficient of correlation & Rank Order co-efficient of correlation)..

Unit V
a) Regression: Concept of Regression Lines and Regression Equations, Procedure for the use of Regression Lines.
b) Analysis of Variance (ANOVA): Meaning, Need and procedure of Calculating the Analysis of Variance
c) Non-Parametric Statistics: Parametric and Non-parametric Statistical Tests, Chi-square test and goodness of Fit, Sign Test, and Wilcoxon Test.

Reference Books and Suggested Readings:

Cononver, W.J. (1971). *Practical Non-Parametric Statistics*. New York: John Wiley & Sons Inc
Gerber Eller (2013). Public Administration Research Methods- Tools for Evaluation and Evidence based practices, Routledge.
Gupta S.P. (2011), Statistical Methods. Sultan Chand and Sons, New Delhi.
Henry. G.T. (1995). *Graphing data: Techniques for Display and Analysis*. Thousand oaks', CA: Sage
Howell, D.C. (1997). *Statistical Methods for Psychology*. Belmont, CA: Duxbury Press.
Huck, S.W. (2007). *Reading Statistics and Research*. Boston: Allyn & Bacon.
Pamela Maykut & Richard Morehouse (1994). *Beginning Qualitative Research- A Philosophic and Practical Guide*. The Falmer Press London. Washington D.C
Kerlinger. F.N. (1986). *Foundations of Behavioural Research*. Delhi:Surjeet Publications.
Koul, Lokesh (2011).*Methodology of Educational Research*. New Delhi: Vikas Publishing House
Miles, M.B., & Huberman. A.M. (1994). *Qualitative Data Analysis*: An expanded Sourcebook. Thousand Oaks, CA: Sage.
Pamela Maykut & Richard Morehouse (1994). *Beginning Qualitative Research- A Philosophic and Practical Guide*. The Falmer Press London. Washington D.C.

Semester – IV

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Governance in India: Contemporary Issues (Core Course)
Duration of Examination: 3 Hrs

Course Objective(s):
The term governance has made an impressive career in a number of disciplines concerned with regulation, order and law. The word 'Governance' appears in diverse academic disciplines. The paper will familiarize the students with new frontiers and Emerging Areas in the discipline of Public Administration i.e., Public Private Partnership, Right to Service, Social Audit, Corporate Social Responsibility and Citizen Administration Interface. The paper will focus on the Accountability Reforms and Innovation in Administration.

Course Learning Outcomes:
* Understanding the relevance of ethics in governance
* Understanding the tools and techniques for improving governance
* Gaining insight on the changing dynamics of the relationship of the citizens and the State

Unit I: Governance and Ethics
   a) Ethical Foundations of Governance
   b) Significance of Ethical and Moral Values in Governance
   c) 2nd Administrative Reforms Commission: Ethics in Governance

Unit II: Probity in Governance
   a) Philosophical Basis of Governance and Probity
   b) Code and Norms of Ethics, Concept of Public Service
   c) Integrity, Impartiality and Dedication to Public Service

Unit III: Governance Reforms
   a) Transparency and Right to Information
   b) Ombudsman against Corruption (Lokpal and Lokayukta)
   c) Government Process Re-engineering

Unit IV: Governance Institutions and Mechanisms
   a) Regulatory Authorities – Telecom Regulatory Authority of India (TRAI), University Grant Commission (UGC) and Central Pollution Control Board (CERC)
   b) NITI Aayog
   c) Public Grievances Redressal Mechanism

Unit V: Emerging Trends
   a) New Technology and Public Service System
   b) Right to Public Service
   c) Doorstep Delivery of Public Services

Reference Books and Suggested Readings:

Anttiroikoet.al Eds. (2011) Innovations in Public Governance, IOS Press
Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi
Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra
Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi
Bevir Mark ed. (2010) The Sage Handbook of Governance, Thousan Oaks CA: Sage Publications
Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas
Government of India (1967) First Administrative Reform Commission Report, Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi
Government of India (2005) Second Administrative Reform Commission Report, Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi
Granville, Austin (1999) The Indian Constitution-Cornerstone of Nation, OUP: New Delhi
Jain R.B.(1976) Contemporary Issues in Indian Administration, Delhi: Vishal
Kashyap, Subash C. (2010) Indian Constitution: Conflicts and Controversies, Vitasta
Maheshwari, S.R.(2004) Indian Administration, Orient Blackswan : Delhi
Subrata K. Mitra (2006), Puzzles of India's Governance, Routledge, London.

Semester – III

Course No.
Course Title: Public Policy Analysis (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
This course aims to build a basic understanding of policy analysis that plays an important role in helping to define and outline the goals of a proposed policy and in identifying similarities and differences in expected outcomes and estimated costs with competing alternative policies. The course lays the groundwork for students to develop the skills in policy analysis by learning analytical methods and tools. The course enables the students to research a policy, analyze the consequences and stakeholders, and present recommendations for improvements. Overall, the course intends to serve as the foundation for a rational policy analysis and provides insight into the designing and evaluation of policy preferences.

Course Learning Outcomes:
- Understanding of the profession and craft of Policy Analysis and its social utility.
- Critically engage with qualitative and quantitative academic literature in analyzing policies.
- Assess the effectiveness of a particular policy and identifying potential unintended consequences.
- Apply the analytical frameworks to the dilemmas in governance and public affairs to discover potential policy solutions.

Unit – I: Process of Policy Analysis
a) Methodology of Policy Enquiry, Multi-disciplinary Policy Analysis
b) Critical Thinking and Public Policy – Structure of Policy Arguments
c) Policy Analysis in the Policy Making Process

Unit – II: Structuring Policy Problems
a) Nature & Characteristics of Policy Problem
b) Policy Models & Problem Structuring
c) Methods of Problem Structuring

Unit – III: Forecasting & Prescribing Preferred Polices
a) Forecasting – Approaches, Limitations
b) Policy Prescription – Criteria & Approaches
c) Methods of Prescription

Unit – IV: Policy Monitoring
a) Meaning & Significance
b) Approaches & Techniques
c) Constraints & Effective Policy Monitoring Mechanism

Unit – V: Policy Evaluation & Communication
a) Nature & Significance, Criteria
b) Approaches & Type of Evaluation, Theory of Change (ToC)
c) Methods of Evaluation – Quantitative & Qualitative, The Process of Policy Communication

Reference Books and Suggested Readings:
Aaron Wildavsky (1979), Speaking Truth to Power: The art and craft of policy analysis, Palgrave Macmillan.
Carl Patton David S.Sawicki and Jennifer J.Clark (2016). Basic Methods of Policy Analysis and Planning, Routlidge.
David L Weimer and Aidan R.Vining (2011). Policy Analysis, Longman Publications.
Dunn, W. (2018). Public Policy Analysis: An Integrated Approach. New York, NY: Routledge
Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
Frank Fischer, Gerald J. Miller and Mara S. Sidney (2007). Handbook of Policy Analysis, CRC Press, T&F.
Howlett, Michael, and M. Ramesh. (1995), Studying Public Policy: Policy Cycles and Policy Subsystems. OUP, Toronto.
John, Peter, (2012), Analysing Public Policy, 2nd ed., Routlidge, Taylor and Francis Group, London.
Lee S. Friedman (2017). Does Policy Analysis Matter? Exploring its effectiveness in theory and practice, University of California Press.
MacRae, Duncan and Whittington, Dale (1997) Expert Advice for Policy Choice: Analysis and Discourse American Governance and Public Policy, Georgetown University Press.
P. Knoepfel, C. Larrue, F. Varone and M. Hill, (2007), Public Policy Analysis, Policy Press, Bristol, UK.
Pal, Leslie A., (1992), Public Policy Analysis: An Introduction, 2nd ed. Toronto: Nelson.
Wil A. H. Thissen and Warren E. Walker (2013) Public Policy Analysis: New Developments, Springer.
William N. Dunn (2018). Public Policy Analysis: An Integrated Approach (6th Edition), Routledge.

Semester – IV

Course No.
Course Title: Dissertation: Report Defense (Core Course)
Duration of Examination: --

Contact Hrs/Week: --
Credit: 4
Maximum Marks: 100

Course Objective:
The Masters level dissertation is distinguished from other forms of writing as it seeks answers, explanations, makes comparisons and arrives at generalisations which can be used to extend theory. The dissertation is the final stage of the Masters degree and provides the student with the opportunity to show that he/she has gained the necessary skills and knowledge in order to organise and conduct research. The dissertation should demonstrate that the student is skilled in identifying an area suitable for research, setting research objectives, organising and critically analysing the relevant literature, devising an appropriate research methodology, analysing the primary data selected and drawing conclusions. The dissertation is a 'formal' document and there are 'rules' that govern the way in which it is presented. It must have chapters that provide an introduction, a literature review, a justification of the data selected for analysis and research methodology, analysis of the data and, finally, conclusions and recommendations.

Course Learning Outcomes
- Help students to demonstrate their research skills learned in their previsous semesters
- Precisely guide students in identifying an area suitable for research, setting research objectives, organising and critically analysing the relevant literature, devising an appropriate research methodology, analysing the primary data selected and drawing conclusions.
- Also the dissertation introduces the students with first hand field experience through primary survey.

The dissertation carries 04 Credits and divided into the following topics

- Thesis Submission – 60 Marks
- Viva Voce – 40 Marks

Semester – IV

Course No.
Course Title: Indian Knowledge System (Open Elective Course)
Duration of Examination: 2 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 2
Maximum Marks: 50

Semester – IV

Course No.
Course Title: Police Administration in India (Audit Course)
Duration of Examination: 02 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 0
Maximum Marks: 50

Course Objective(s):
Law and order administration is one of the most important functions performed by the Government. In fact, the survival of administration depends upon maintenance of law and order in a country. The functioning of law and order administration comes under the state list with the Union/Central government having advisory and coordinating role. Rapid growth of population, industrialization, urbanization, growing political consciousness, political caste and communal violence, labor and student unrest and terrorism are indications of law and order problems. The present course addresses all these issues so that the student will be able to have comprehensive understanding of Law and Order Administration.

Unit – I
a) Society, Crime and Police and functions of Police
c) Evolution of Police Administration in India
d) Indian Police Service & Central-Armed Police Forces and Organizations

Unit – II
a) Police Administration at Central, State and District Level
b) Central Police Forces and Organizations
c) Community Policing

Unit – III
a) Police Reforms in india
b) Police and Human Rights
c) Police and Social Media

Reference Books and Suggested Readings:
Charles D.Hale: Fundamentals of Police Administration, Boston, Helbrook Press, 1977.
D.H.Bayley: The Police and Political Development in India (Latest Edition).
K.M.Mathur: Internal Security Challengers and Police in a Developing Society, RBSA, Jaipur, 1989.
K.M.Mathur: Problems of Police in a Democratic Society, RBSA Publishers, Jaipur, 1987.
N.S.Saksena: Law and Order in India, Abhinav Publications.
O.W.Wilson and Roy Clinton McLaran: Police Administration (Latest Edition).
P.D.Sharma: Indian Police – A Development Approach (Latest Edition).
S.C.Mishra: Police Administration in India, 1970.
Shanker Sen: Indian Police Today, New Delhi, Ashish Publishing House, 1994.

Semester – IV

Course No.
Course Title: Measuring Governance (Open Elective Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s)
The use of governance indicators, as applied to developing countries, has grown spectacularly in recent years. The governance indicators contribute to the growing empirical research of governance with advocacy tools for policy reform and monitoring. The indicators, and the underlying data behind them, are part of the current research and opinions that have reinforced the experiences and observations of reform-minded individuals in government, civil society, and the private sector. The main objective of this course is to present various methodologies of measuring governance and facilitate the students to have knowledge of the Human Development Indicators, Corruption perceptions Index with a comparative outlook of developing and developed countries.

Unit – I: Introduction
a) Measuring Governance: Concept
b) Measuring Governance: Need and Significance
c) Measuring Governance: Methodological Plurality

Unit – II: World Wide Governance Indicators (WGI)
a) Voice and Accountability
b) Political Stability and Absence of Violence
c) Government Effectiveness and Regulatory Quality
d) Rule of Law and Control of Corruption

Unit – III: Models of Measuring Governance
a) Procedural Measure
b) Capacity Measure
c) Output Measure
d) Autonomy Measure

Unit – IV: Measuring Governance Agencies
a) UNDP: Human Development Index
b) Transparency International: Corruption Perceptions Index
c) Innovations for Transparency and Accountability

Unit – V: Tools of Measurement
a) Cost Benefit Analysis & MBO
b) CPM
c) PERT
d) Operations Research

Reference Books and Selected Readings:
Ali Farazamand (2004), Sound Governance: Policy and Administrative Innovations, Praeger Publishers, West Port.
Bevir, Mark, 2013. The Sage Handbook of Governance, Sage Publications Ltd, London.
Francis Fukuyama (2013), What is Governance?, Working Paper 314, Center for Global Development, NW, Washington, DC.
Kathe Callahan (2007), Elements of Effective Governance: Measurement, Accountability and Participation, CRC Press, Taylor and Francis Group, Boca Raton.
Katherine Berscha and Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, *European Journal of Development Research* Vol. 26, pp.124–141
Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), "Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance." Policy Research Working Paper 3712, World Bank, Washington, D.C.
Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), Governance Matters VIII : Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington DC, World Bank.
Shantayanan Devarajan (2008), Two Comments on "Governance Indicators: Where Are We, Where Should We Be Going?" by Daniel Kaufmann and Aart Kraay, The World Bank Research Observer, vol. 23, No. 1 (Spring), pp. 31–36. www. worldbank.org/index
www.globalintegrity.org

Semester – IV

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Corporate Governance (Open Elective Course)
Duration of Examination: 03 Hrs

Unit – 1: Concepts of Corporate Governance
Introduction Corporate Governance: Meaning. Definition, Concepts and Characteristics,
Importance of Corporate Governance,
Code of Corporate Governance
Cadbury Report, Greenbury Report, Kumar Mangalam Birla Committee
Corporate Governance and Role of Board of Directors

Unit – II: Models and Theories of Corporate Governance
German Model,
Japanese Model,
Anglo-American Model,
Corporate Governance Theory: Agency Theory, Stewardship Theory, and Shareholder vs. Stake Holder Approach

Unit – III: Corporate Governance Regulation and Issues in India
Companies Act 2013: Key Features,
SEBI: Securities and Exchange Board of India,
Role of Confederation of Industries (CII), National Association of Software and Services Companies,
Corporate Misconduct Factors and Misgovernance, Audit Activities, and Whistle Blower's Protection

Unit – IV: Corporate Social Responsibility
Corporate Social Responsibility: Meaning, Definition, Evolution and Concept,
Corporate Social Responsibility and Corporate Sustainability: Triple Bottom Line Approach,
Aspects of Corporate Social Responsibility under the Companies Act 2013,
CSR Practices in India: Case Studies of Major CSR Activities

Reference Books and Suggested Readings:
A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.
Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann Publications Pvt Ltd, New Delhi.
Dr.S.S. Khanka – Business Ethics and Corporate Governance. S.Chand Publication.
Human Values By : Prof. A.N. Tripathi New Age International
Kloppers, H. & Kloppers, E. (2018) Identifying Commonalities in CSR Definitions: Some Perspectives. In Kiymet Tunka, C & Roshima, S. (Eds.) Sustainability and Social Responsibility of Accountability Reporting systems (pp. 229-243). Springer.
Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
Marco Mastrodascio, Corporate Governance Models: A Critical Assessment, Routledge, 2023
Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
OECD. Using the OECD Principles of Corporate Governance – A Boardroom Perspective. Paris: OECD, 2008.
Available at http://www.oecd.org/dataoecd/20/60/40823806.pdf
Porter and Kramer (2006). Strategy and Society. The link between competitive advantage and corporate social responsibility. Harvard Business Review
Reed Darryl – Corporate Governance. Economic Reforms & Development (Oxford).
S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd. 2000)
S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
S.Sanakaran – International Business & Environment, Margham Publication, Chennai.
Sundar.K, Business Ethics and Value. Vijay Nichole Prints. Chennai.
Taxmann - Corporate Governance, Indian Institute of Corporate Affairs.
The Companies Act, 2013
The Management and Ethics Omnibus- Chakraborty, OUP 11. Values and Ethics for Organizations, Chakraborty, OUP/OIP
The Oxford Handbook of Corporate Social Responsibility / edited by Andrew. Oxford: Oxford University Press. 2008.
Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
Velga, A. (2020) Business Ethics and Corporate Social Responsibility. EKA University of Applied Science. p. 63-85
Wisdom Leadership By : Prof. S.K. Chakraborthy Wheeler Publication.

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Social Justice and Affirmative Action (OEC)
Duration of Examination: 03 Hrs

Course Objective(s):

This interdisciplinary course explores the importance of social justice and affirmative action policies in India and USA. This course provides details about the ideas of social justice and affirmative action policies in two important countries – India and USA. Similarly, this course lays emphasis on implementation of such policies through specific constitutional mechanism in both countries like India and USA.

Course Learning Outcomes:

1. To introduce student about the theories of social justice and affirmative action policies.
2. To understand the essence of social justice policies and affirmative action policies in India and USA.
3. To evaluate the constitutional mechanism to attain the social justice in India.
4. To measure the impact of policies related to social justice in India and affirmative actions in USA.

Unit – I: Theoretical Perspective
Meaning, Nature and Scope
Social Justice and Affirmative Actions: Conceptual Analysis
Importance of Social Justice and Affirmative Actions

Unit – II: Theories of Social Justice
Theories of Justice: Classical and Modern
John Rawls's Theory of Justice
Dr. B. R. Ambedkar's view on Social Justice

Unit- III: Affirmative Actions: An American Perspective
American Perspective
Civil Rights Act of 1964
Affirmative Actions and Social Policies in USA

Unit – IV: Social Justice in Indian Context
Indian Constitution on Social Justice
Constitutional Machineries for Social Justice
Social Justice Policies in Contemporary India

Unit- V: Evaluation of Social Justice in India and Affirmative Actions in USA
Socio-economic and Educational Status of Marginalised Sections in India
Upliftment of Afro-Americans in USA

References and Suggested Reading:

Adams, M. (2014). Social justice and education 1. In *Routledge international handbook of social justice* (pp. 249-268). Routledge.

Ambedkar, B. R. (1990). Dr. Babasaheb Ambedkar: Writings and Speeches, Vol. 1-10. *Government of Maharashtra,* Bombay, 243.

Rao, Y. C. (2022). The Idea of Subalternity and Dalit Exclusion in India. In *Mapping Identity-Induced Marginalisation in India: Inclusion and Access in the Land of Unequal Opportunities* (pp. 87-103). Singapore: Springer Nature Singapore.

Sharma, A. (2005). *Reservation and affirmative action: Models of social integration in India and the United States.* SAGE Publications India.

Thorat, S. (2009). *Dalits in India: Search for a common destiny.* SAGE Publications Ltd.

Weisskopf, T. E. (2004). *Affirmative action in the United States and India: A comparative perspective* (Vol. 56). Routledge.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2024 – 2026

Department of Public Policy and Public Administration
Central University of Jammu, Rahya-Suchani (Bagla)
Distt. Samba, Jammu and Kashmir (UT) – 181143

06 October 2023

Proposed Course Matrix (Semesters – I, II, III and IV) and Course Curriculum (Semesters – I, II, III and IV) for the Master's degree programme in Public Policy and Public Administration for the Batch 2024 – 2026 and onwards as per New Education Policy Learning Outcomes based Curriculum Framework (NEP - LOCF) for the approval of the Board of Studies.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2024 – 2026

Course Matrix

Semester – I

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Core Courses						
	Introduction to Public Administration	4	5+5	20	20	50	100
	Administrative Thinkers	4	5+5	20	20	50	100
	Indian Administration	4	5+5	20	20	50	100
	Skill Enhancement / Value Additions Courses						
	Microsoft Office	2	25	-	-	25	50
	Open Elective Courses (Any Two)						
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22	-	-	-	-	550

Course Code	**List of Open Elective Courses offered by the Department of Public Policy and Public Administration** Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	MOOCS*	4	-	-	-	-	100
	Human Rights and Justice	4	5+5	20	20	50	100
	Civil Services in India	4	5+5	20	20	50	100
	Local Governance in India	4	5+5	20	20	50	100

*MOOCS COURSE TO BE OPTED AS PER AVAILABILITY ON SWAYAM PLATFORM

**Credit transfer up to 40% allowed/as per the university policy.

Semester – II

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Core Courses						
	Introduction to Public Policy: Formulation and Implementation	4	5+5	20	20	50	100
	Public Finance and Personnel Administration	4	5+5	20	20	50	100
	Research Methodology	4	5+5	20	20	50	100
	Skill Enhancement / Value Additions Courses						
UPPA1O001T	Indian Administrative Thought*	2	25	-	-	25	50
	Open Elective Courses						
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22	-	-	-	-	550

Course Code	**List of Open Elective Courses offered by the Department of Public Policy and Public Administration** Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	E-governance	4	5+5	20	20	50	100
	Disaster Governance	4	5+5	20	20	50	100
	Civil Society, Social Capital and Democracy	4	5+5	20	20	50	100
	Law, Ethics and Governance	4	5+5	20	20	50	100

*Paper related to Indian Knowledge System has to be chosen from 'IKS basket'.

**Credit transfer up to 40% allowed/as per the university policy.

NOTE: Learners have an option to exit after one year with a "Post Graduate Diploma in Public Policy and Public Administration".

Syllabi of MA in Public Policy and Public Administration for the Batch 2024 – 2026

Semester – III

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
Core Courses							
	Comparative and Development Administration	4	5+5	20	20	50	100
	Introduction to Governance	4	5+5	20	20	50	100
	Dissertation: Proposal	4	50	-	-	50	100
Skill Enhancement / Value Additions Courses							
	Internship	2	-	-	-	*30+20	50
Open Elective Courses							
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22		-	-	-	550

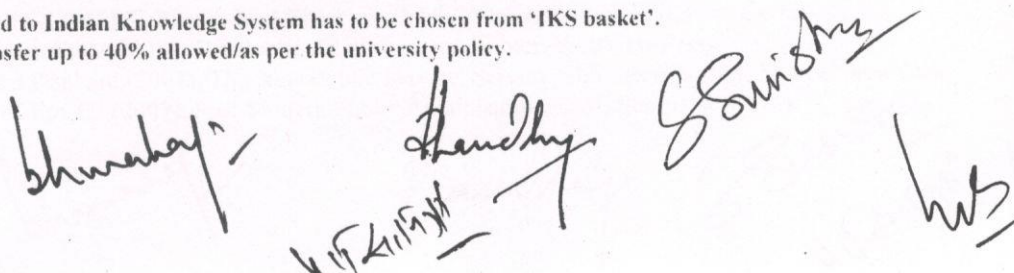| List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Public Leadership	4	5+5*	20	20	50	100
	Organisation Behaviour	4	5+5	20	20	50	100
	Social Policy: State, Market and Society	4	5+5	20	20	50	100
	Statistical Methods in Social Science Research	4	5+5	20	20	50	100

*Assessment of Internship (50M) would be divided into two parts: 1- Report Writing (30M) and 2- Viva/Presentation (20M).
**Credit transfer up to 40% allowed/as per the university policy.

Semester - IV

Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
Core Courses							
	Governance in India: Contemporary Issues	4	5+5	20	20	50	100
	Public Policy Analysis	4	5+5	20	20	50	100
	Dissertation: Report Defense	4	60	-	-	40	100
Skill Enhancement / Value Additions Courses							
	Indian Knowledge System*	2	25	-	-	25	50
Audit Course							
	Police Administration in India	0	-	-	-	-	-
Open Elective Courses							
##	Open Elective Course – I	4	5+5	20	20	50	100
##	Open Elective Course – II	4	5+5	20	20	50	100
	Total	22		-	-	-	550

List of Open Elective Courses offered by the Department of Public Policy and Public Administration							
Course Code	Course Title	Credit	CA	Minor-I	Minor-II	Major	Max. Marks
	Measuring Governance	4	5+5	20	20	50	100
	Corporate Governance	4	5+5	20	20	50	100
	Social Justice and Affirmative Action	4	5+5	20	20	50	100

*Paper related to Indian Knowledge System has to be chosen from 'IKS basket'.
**Credit transfer up to 40% allowed/as per the university policy.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2024 – 2026

Semester – I

Course No.

Course Title: Introduction to Public Administration (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes

1. It will help to appreciate the methodological pluralism and synthesizing nature of knowledge in Public Administration.
2. Comprehending the changing paradigms of Public Administration.
3. Usage and application of administrative theories and concepts in day to day activities
4. Understanding of Public Administration from multidimensional perspectives.

Unit I: Introduction
a) Meaning, Nature, Scope, and Significance of Public Administration
b) Evolution of Public Administration – Woodrow Wilson, Golembiewski, and Nicholas Henry
c) Approaches to Public Administration – Classical, Human Relations, Behavioral
d) Approaches to Public Administration - Ecological and Systems

Unit II: Principles of Public Administration
a) Division of Work, Coordination, and Hierarchy
b) Unity of Command, Span of Control, and Delegation
c) Centralization, Decentralization, and Line and Staff
d) Leadership, Supervision, and Communication

Unit III: Organizations
a) Concept of Organization
b) Types of Organization: Department and Public Corporation
c) Types of Organization: Public Company & Independent Regulatory Commission
d) Organization and Methods

Unit IV: Concepts
a) New Public Administration: Minnowbrook I, II
b) New Public Administration: Minnowbrook III
c) New Public Management
d) New Public Service

Unit V: Emerging Trends
a) Critical Social Theory
b) Post Modern Public Administration
c) Globalization and Public Administration
d) Public Administration in transition

Reference Books and Suggested Readings:

Avasthi & Maheshwari (2012), Public Administration, Lakshminarayan Agarwal, Agra

Bhattacharya, Mohit (2013), New Horizons of Public Administration, Jawahar Publishers, New Delhi.

Donald Menzel and Harvey White (eds) (2011), The State of Public Administration: Issues, Challenges and Opportunities, New York, M. E. Sharpe.

Jan-Erik Lane,(2000) New Public Management: An Introduction, Routledge, London.

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

O'Leary. Rosemary etal. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town university Press. DC

Wilson. Woodrow, "The Study of Administration." Political Science Quarterly 2 (June 1887)

Golembiewski, Robert T.,Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21– 49, March 1974.

Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi

Fox, Richard C (2005), Critical Social Theory in Public Administration, PHI, New Delhi

George Frederickson (2008), The Public Administration Primer, Westview Press.

Denhardt and Denhard (2007), The New Public Service, Serving, Not Steering. M.E.Sharpe, NewYork

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

Semester – I

Course No.

Course Title: Administrative Thinkers (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

The theory depends on its capacity to describe, explain and predict. Theory in public administration means. To present evidence through definitions, concepts, and metaphors that promote understanding. The chronological narration of administrative theory from oriental thought through classical and human relations school, organizational humanism, and market theories of administration help the student to grasp the subject. After completion of the course, students are in a position to comprehend the basic tenets and developments of administrative theory.

Course Learning Outcomes

1. It will help the learners understand and synthesize the epistemology of organisational theory.
2. Comprehend the theoretical differences between classical and behavioural approaches.
3. Usage and application of administrative theories and concepts in day to day activities.
4. Understanding of contribution of administrative thinkers from multidimensional perspectives.

Unit I: Organisation theory
a) Oriental Thought: Kautilya
b) Woodrow Wilson – Evolution of Public Administration
c) Karl Marx – State and Bureaucracy
d) Max Weber - Bureaucracy

Unit II: Classical School of Thought
a) Frederick Winslow Taylor- Scientific Management
b) Henri Fayol- Foundations of Management
c) Luther Gulick and Lyndall Urwick- Science of Administration
d) Mary Parker Follett – Constructive Conflict and Leadership

Unit III: Neo-Classical School of Thought
a) Chester Barnard – Formal and Informal Organizations and Functions of Executive
b) Elton Mayo – Human Relations Movement
c) Herbert Simon: Behaviouralism and Decision-Making
d) Dwight Waldo – The Administrative State

Unit IV: Organizational Humanism I
a) Abraham Maslow: Needs Hierarchy
b) Douglas McGregor: Theory X and Theory Y
c) Frederick Herzberg: Hygiene and Motivation Factors
d) Victor Vroom: Expectancy theory of motivation

Unit V: Organizational Humanism II
a) Chris Argyris: Integrating the Individual and the Organization
b) Rensis Likert: Systems Management
c) Warren Bennis: Changing Organisations
d) Peter Drucker: Knowledge-Based Organization

Reference Books and Suggested Readings:

Baker R J S (1972), Administrative Theory and Public Administration, Huthinson, London
Dereck Pugh & David Hickson, (2007), Great Writers on Organisations, Ashgate Publishing Limited, England.
Jay M. Shafritz and Steven Ott (2001), Classics of Organisation Theory, Harcourt College Publishers, Orlando.
Barnard, Chester (1969), The Functions of Executive, Cambridge, Harvard University Press
George H. Fredrickson (et al), (2003), The Public Administration Theory Primer, Westview Press
Henry Fayol, (1957), General and Industrial Management, Issac Pitman, London.
Luther Gulick & Lyndall Urwick (eds.)(1937), Papers on Science of Administration, NIPA, New York.
Prasad, Ravindra, D (et al) eds (2013), Administrative Thinkers, Sterling Publishers, New Delhi.
Waldo, Dwight (1968), The Study of Public Administration, Random house, New York.
Argyris, Chris (1957), Personality and Organization, Harper, New York
Drucker, Peter (2012), Management Challenges for the 21st Century, Harper business.
Herbert A. Simon (1965), Administrative Behavior, Free Press, New York.
Likert, Rensis (1976), New Patterns of Management, McGraw-Hill, New York
Maslow, Abraham (1954), Motivation and Personality, Harper & Row, NY
McGregor, Douglas (1960), The Human Side of Enterprise, McGraw- Hill, New York
Vroom, Victor H (1964), Work Motivation, John Wiely and Sons, New York

Semester – I

Course No.

Course Title: Indian Administration (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

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

Course Learning Outcomes

1. Knowledge about the evolution and growth of Indian Administration.
2. Familiarity with the constitutional framework on which Indian Administration is based.
3. Grasping the role of Union Executive.
4. Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general.
5. Delineating the constitutional provisions and dynamics of union -state relationships.

Unit I: Indian Constitution

a) Nature of the Constitution: Salient features of the Preamble

b) Fundamental Rights, Directive Principles, and Fundamental Duties

c) Amendments of the Constitution: Procedure for Amendment

d) Emergency Provisions

Unit II: Central Government

a) Parliament: President, Lok Sabha, and Rajya Sabha

b) Political Executive: Prime Minister and Council of Ministers

c) Permanent Executive: Central Secretariat, Cabinet Secretariat, and PMO

d) Union Judiciary – Supreme Court

Unit III: Centre-state Relations

a) Indian Federation: Distinctive features

b) Legislative Relations

c) Administrative Relations

d) Financial Relations

Unit IV: State Government

a) Governor, Chief Minister, and Council of Ministers

b) Secretariat and Directorates

c) Changing Nature of District Administration and the Role of District Collector

d) State Judiciary and Subordinate Judiciary

Unit V: Local Government

a) Concept of Local Government

b) Salient Feature of 73rd Constitutional Amendment Act

c) Salient Feature of 74th Constitutional Amendment Act

d) Scheduled Area Administration

Reference Books and Suggested Readings:

Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.

Austin, Granville (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.

Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.

Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad

Pylee. M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi

Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi. Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.

Subash Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Assn. NPH

Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta, The Constitution of India, Government of India, 2009.

Abdul Aziz (ed.), (1996), Decentralised Governance in Asian Countries, Sage Publications, New Delhi.

George Mathew (1994), Panchayati Raj in India: From Legislation to Movement, ISS, New Delhi.

K.C. Sivaramakrishanan, et. al. (1993), Urbanisation in India: Basic Services and People's Participation, ISS.

Mohit Bhattacharya (1976), Management of Urban Government in India: Uppal, New Delhi.

Peter Oakley (1991), Projects with People: The Practice of Participation adin Rural Development, I.L.O., Geneva.

S.R. Maheshwari (2003), Local Government in India, Lakshmi Narain Aggarwal, Agra.

Semester – I

Course No.

Course Title: Microsoft Office (Skill Enhancement Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 2

Maximum Marks: 50

Course Obejctive(s):

This course is designed to provide students with a comprehensive understanding of Microsoft Office applications, including Word, PowerPoint and Excel. Students will learn essential skills and techniques to create, format, and manage documents, spreadsheets, and presentations effectively. The course will focus on practical applications, hands-on exercises, and real-world examples to enhance students' proficiency in using Microsoft Office tools.

Course Learning Outcomes:

- To introduce students to the fundamental features of Microsoft Word, PowerPoint and Excel.
- To enable students to create and format professional documents using Microsoft Word.
- To guide students in creating visually engaging presentations using Microsoft PowerPoint.
- To teach students how to analyze and manipulate data using Microsoft Excel.

The students will be able to learn about the following services:

Unit – I:
MS Word – Basic and Advance

Unit – II:
MS PowerPoint – Basic and Advance

Unit – III:
MS Excel – Basic and Advance

Semester – I

Course No.

Course Title: MOOCS (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Semester – I

Course No.
Course Title: Human Rights and Justice (Open Elective Course)
Duration of Examination: 3 Hours

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

This inter-disciplinary course caters a comprehensive understanding of historical evolution and philosophical foundations, theories and practices related to human rights and global justice system. It examines their universal nature within diverse cultural contexts. Students will also explore international human rights instruments and treaties, evaluating their significance. Additionally, the course focuses on examining various justice systems, both domestic and international, and their roles in upholding human rights and ensuring social justice. It will cultivate critical thinking skills through the analysis of case studies, real-world examples, and theoretical frameworks, enabling students to assess complex human rights situations and propose informed solutions.

Course Learning Outcomes

1. Developing a profound understanding of the historical evolution, philosophical foundations, and legal frameworks of human rights, including their universal nature and cultural contexts.
2. Exploring key international human rights instruments, treaties, conventions, and their significance.
3. Analyzing and critically assessing contemporary human rights challenges and issues faced globally.
4. Understanding the interconnection between human rights, justice, and social change, and explore strategies to promote social justice, equality, and inclusivity within diverse societal contexts.

Unit I: Introduction
a) Origin and Historical Developments
b) Meaning, Nature and Philosophical Foundations of Human Rights
c) Theories of Human Rights: Natural Rights Theory and Legal-Positivist Theory
d) Theories of Human Rights: Liberal and Marxist Theory and Cultural Theory

Unit II: United Nations and the Universal Declaration of Human Rights
a) United Nations Charter and Human Rights
b) Universal Declaration of Human Rights
c) Generations of Human Rights
d) International Conventions on Human Rights and Treaties

Unit III: Human Rights in India
a) Fundamental Rights and Directive Principles of State Policy
b) National Human Rights Act, 1993
c) National Commissions for SC, ST, Minorities, Women and Children,
d) Civil Rights Protection Act 1955 and SC & ST (POA) Act, 1989

Unit IV: Human Rights Movements
a) Civil Rights movement
b) Feminist and LGBTQ+ rights movement
c) Disability rights movement
d) Environmental movement

Unit V: Perspectives in Human Rights
a) Gender and Human Rights
b) Children and Human Rights
c) Human Trafficking and Human Rights
d) Refugee Protection and Human Rights

Reference Books and Suggested Readings:

Alam, A. (2012). Human Rights in India. New Delhi: Raj Publications.
Bajpai, A. (2003). Child Rights in India: Law, Policy and Practice. India: Oxford University Press.
Basu, D.D. (2008). Human Rights in Constitutional Law. India: Lexis Nexis.
Borgohain, B. (1999). Human Rights: Social Justice and Political Change. New Delhi: Kanistic Publication.
David, W. (2008). Refugees-The Human Rights of Non-citizens. Oxford: Oxford University Press.
Donelly, J. (2013). Universal Human Rights in Theory and Practice. Ithaca and London: Cornell University Press.
Fiddian-Qasmiyeh, E.; Loescher, G.; Long, K. and Sigona, N. (2014). The Oxford Handbook of Refugee and Forced Migration Studies. Oxford: Oxford University Press.
Neier, A. (2012). The International Human Rights Movement. Princeton: Princeton University Press.
Shelley, L. (2010). Human Trafficking: A Global Perspective. Cambridge: Cambridge University Press.
Tiwari, R. (2011). Human Rights and Law: Bonded Labour in India. New Delhi: Foundation Books.

Semester – I

Course No.
Course Title: Civil Services in India (Open Elective Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

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

Course Learning Outcomes
- Brief understanding of the civil services in India;
- Understanding of the relationship of civil servants with politicians and citizens; and
- Understanding the contemporary issues of civil services of India.

UNIT - I: Civil Services: Concept and Evolution
a) Concept, Significance and Evolution of Civil Services
b) Classification of Civil Services
c) Union Public Service Commission and Other Service Commissions

UNIT – II: All India Services
a) Constitutional Provisions
b) Generalists and Specialists Controversy
c) Ad-hocism and Lateral-Entry in Civil Services

UNIT III: Indian Civil Services: Major Issues
a) Civil Service: Neutrality and Commitment
b) Ethics, Integrity and Accountability
c) Relationship between Politicians and Civil Servants

UNIT IV: Civil Services Reforms
a) First ARC and Sarkaria Commission
b) Second ARC
c) Other Commissions and Committees

UNIT V: Changing Role of Civil Services
a) Probity in Governance
b) As an Agent of Change
c) Civil Services and Civil Society

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

Semester I

Course No.
Course Title: Local Governance in India (Open Elective Course)
Duration of Examination: 3 Hours

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

Decentralization is a widely recognized concept closely associated with democratic principles, development, and effective governance. It involves the transfer of authority and decision-making power from higher levels of government to local governing bodies. This interdisciplinary course delves into the intricacies of local governance in both rural and urban settings within modern-day India. It explores various aspects of the relationship between panchayats and other local governing institutions, such as district administrations, parastatal agencies, and civil society organizations, shedding light on lesser-known dimensions of their interactions.

Course Learning Outcomes

6. Knowledge about the evolution and growth of Local Governance in India.
7. Familiarity with the constitutional framework on which Local Government is based.
8. Grasping the role of Panchayati Raj Institutions and Urban Local Bodies.
9. Delineating the constitutional provisions and dynamics of inter-governmental relationships.
10. Understanding the key issues and challenges faced by the Local Government in India.

Unit I: Introduction
a) Meaning, Nature, Scope and Significance of Local Government
b) Origin and Historical Developments
c) Decentralisation: Meaning. Elements and Scope
d) Decentralisation vs Delegation: Devolution and De-concentration

Unit II: Rural Local Government
a) Salient Feature of 73rd Constitutional Amendment Act
b) Gram Panchayat and Block Samiti (Khand Panchayat)
c) Zila Panchayat
d) Salient Features of PESA 1995

Unit III: Urban Local Government
a) Salient Feature of 74th Constitutional Amendment Act
b) Nagar Panchayats and Municipal Councils
c) Municipal Corporations
d) Other Urban Local Bodies

Unit IV: Scheduled Area Administration
a) Special Role of President and Governor
b) Fifth Schedule: Tribes Advisory Council
c) Sixth Schedule: Autonomous District Council
d) Ladakh and Darjeeling Development Councils

Unit V: Issues in Local Government
a) Issues related to Fund. Functions and Functionaries
b) Changing Role of DPC, MPC and DRDA
c) Social Audit and Participatory Budgeting
d) Local Government and District Administration Relations

Reference Books and Suggested Readings

Abdul Aziz (ed.), (1996). Decentralised Governance in Asian Countries. Sage Publications. New Delhi.
Amitav Mukherjeeed. Decentralisation: Panchayat Raj in the Nineties, Vikas, New
Avasthi and Avasthi (2002), Indian Administration. Laxmi Narain Aggarwal, Agra.
Basu. D.D. (2000). Introduction to the Constitution of India. Wadhwa and Company, New Delhi.
Delhi1994
George Mathew (1994), Panchayati Raj in India: From Legislation to Movement, ISS, New Delhi.
K.C. Sivaramakrishanan, et. al. (1993). Urbanisation in India: Basic Services and People's Participation, ISS.
Maheswari, S.R. (2001), Indian Administration. Orient Blackswan, Hyderabad
Mohit Bhattacharya (1976). Management of Urban Government in India: Uppal. New Delhi.
Peter Oakley (1991). Projects with People: The Practice of Participation in Rural Development, I.L.O., Geneva.
Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan. New Delhi. Sathe.
S.R. Maheshwari (2003), Local Government in India, Lakshmi Narain Aggarwal. Agra.

Semester – II

Contact Hrs/Week: 4 Hrs

Course No.
Course Title: Introduction to Public Policy: Formulation
and Implementation (Core Course)
Duration of Examination: 3 Hrs

Credit: 4
Maximum Marks: 100

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

Course Learning Outcomes:
* Understanding the basic concepts of public policy, its formulation and implementation
* Knowledge of various theories of formulation and implementation
* A comprehensive idea of various actors and problems involved

Unit – I: Introduction to Public Policy
a) Meaning, Scope, Types and Importance of Public Policy
b) Context of Public Policy and Policy Sciences
c) Public Policy Cycle - Problem Identification and Agenda Setting
d) Public Policy Actors & Constraints

Unit – II: Theories of Policy Formulation -I
a) System Theory (Black Box Model), Rationalism & Incrementalism
b) Group Theory, Elite Theory & Mixed Scanning Model
c) Institutionalism & Garbage Can Model
d) Multiple Stream Framework

Unit – III: Theories of Policy Formulation -II
a) Public Choice Theory
b) Game Theory
c) Advocacy Coalition Framework
d) Punctuated Equilibrium Theory

Unit – IV: Policy Implementation – Concepts and Models
a) Conceptualizing policy implementation, Evaluating Implementation Effectiveness
b) Top-down theory – Pressman & Wildavsky, Van Meter & Van Horn, Sabatier & Mazmanian, Eugene Bardach
c) Bottom-up theory -- Street Level Bureaucracy of M. Lipsky
d) Hybrid theory – Richard Elmore

Unit – V: Policy Implementation – Tools and the Players
a) Policy Mapping
b) Policy Instrument Models – Dahl & Lindbloom, Linder & Peters, Hood, Canadian approach
c) Actors in Policy Implementation
d) Policy Implementation Problems

Reference Books and Suggested Readings:
Anderson J.E., (2006) Public Policy-Making: An Introduction. Boston, Houghton
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
Dror.Y. (1989), Public Policy making Re-examined. 2nd ed.. San Francisco, Chandler. Dye
Harold, (1971), A Preview of Policy Sciences, New York. Elsevier.
Hill Michael, (2005), The Public Policy Process, Harlow, UK: Pearson Education. 5th Edition.
Hill, M. & Peter, H. (2002). Implementing Public Policy: Governance in Theory and Practice, Sage: London Sapru
RK. (2004), Public Policy: Formulation, Implementation and Evaluation, Sterling Publishers. New Delhi.
John, Peter, (2012), Analysing Public Policy, 2nd ed., Routlidge, Taylor and Francis Group, London. Lasswell
Kindon's J.W (1984), Agendas, Alternatives, and public policy, Harper Collians, New York.
Lerner, D. and H.D.Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press. Lindblom,
C.E.. and E.J.. Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey, Prentice - Hall.
Lindblom, C.E.. and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey, Prentice - Hall.
Michael Howlett and Ramesh. 2003, Studying Public Policy: Policy Cycles and Policy Subsystems, OUP.
Thomas R Dye, (2008), Understanding Public Policy, Singapore, Pearson Education.

Semester – II

Course No.
Course Title: Public Finance and Personnel Administration (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
This course provides an overview of the Public Financial Administration that includes collection, custody, and expenditure of public revenue at various levels of government. Students will have a knowledge of basic principles in public finance, role of various related agencies and about the control mechanism on public finance. Similarly, Public Personnel Administration concerns human resource management as it applies specifically to the field of public administration. The course also seeks to acclimatize the students with the fundamental and advanced precepts of human resource administration.

Course Learning Outcomes:
- Understanding Public finance, budgeting, Public financial institutions and financial resource mobilization strategies in the Indian context
- Comprehending the system and dynamics of Indian fiscal federalism and knowledge of various control mechanism on public finance.
- Understanding of the personnel administration, its process, tools and techniques used for the recruitment, training and development of the organisational personnel; and
- Understanding the contemporary trends in the public personnel administration.

Unit – I: Introduction to Public Finance and Budget
a) Financial Administration: Meaning and Scope and Significance
b) Public Finance, Revenue and Expenditure
c) Budget and its Types
Unit – II: Financial Management in India
a) Budgetary Process in India
b) Overview of Fiscal Federalism: Centre-State Financial Relations
c) Allocation of Financial Resources: Finance Commission and GST Council
Unit – III: Control over Public Finance
a) Parliamentary Control over Finances
b) Administrative Control over Finances
c) Accounting and Auditing: Role of CAG
Unit – IV: Public Personnel: Concepts
a) Public Service, Public Personnel and Human Resource
b) Classification of Services: Position and Rank
c) Generalist vs Specialist Debate
Unit – V: Human Resource Administration
a) Recruitment and Training
b) Promotions and Performance Appraisal
c) Employee-employer Relations

Reference Books and Suggested Readings:
Agarwal Pratibha (2012), Fiscal Federalism in India: New Century Publications
Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London.
Brigham Eugene F. (2011), Financial Management : Theory and Practice, Cengage Learning India.
Carlos . Santiso(2009) The Political Economy of Government Auditing, Taylor and Francis
Chelliah, Raja J (1970), Fiscal Policy in Underdeveloped Countries: Allen & Unwin
Chen Greg G et. al (Eds) (2008), Budget Tools: Financial Methods in the Public Sector, CQ Press.
Goel, S.L.&Rajneeesh, Shalini (2003), Public Personnel Administration, Deep & Deep, New Delhi
Government of India, Second Administrative Reforms Commission, Fourteenth Report, Strengthening Financial Management, Systems, April 2009.
Government of India, Second ARC, Tenth Report on 'Refurbishing of Personnel Administration'
Hillman (2003), Public Finance and Public Policy : Oxford University Press
Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, NewYork.
Mahajan Sanjeev Kumar and Anupama Puri Mahajan (2014), Financial Administration in India, PHI Learning.
Mugrave R A and P B Mugrave (2004), Public Finance in Theory and Practice: Tata Mc- Graw Hill
Rabin J. W. Bartley H, Miller. G. J. (2006) Handbook of Public Financial Management, T&FGroup.
Stahl, O. Glenn (1983), Public Personnel Administration, Harper & Row.

Syllabi of MA in Public Policy and Public Administration
for the Batch 2024 – 2026

Semester – II

Course No.
Course Title: Research Methodology (Core Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s)

Research in common parlance refers to a search for knowledge. This course is intended as a sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriative tools and techniques for problem solving. Statistical methods are very useful instrument for the quality social science research. Objective of this course is to enhance the knowledge about statistical methods and among the students of Public Policy and Public Administration.

Unit – I
a) Meaning and characteristics of Science and Scientific method
b) Meaning, Objectives, Scope and Importance of Research in Social Science
c) Types of Research: Basic, Applied and Action - concept and characteristics.
d) Research Needs in Social Science: Priority Research Areas in Social Science, Ethical and Legal Issues

Unit – II
a) Review of Literature: Purpose and importance; Locating of relevant literature; Reliability and authencity of the source.
b) Selection of Research Problem: Definition and Statement of the Problem.
c) Identification of Variables and Formulation of Hypotheses: Sources of deriving hypotheses, characteristics of a good hypotheses, criteria for accepting or rejecting hypothesis
d) Formulating a Research Proposal: Characteristics and Lay out

Unit – III
a) Historical Method, Survey Method and Experimental Method: Concept and implications.
b) Qualitative approaches of Research: Phenomenology, Ethnography, Case studies, Grounded theory and Content Analysis: Concept and implications.
c) Sampling Procedures: Concept, types, procedures and constraints.
d) Construction of Tool: Observation, Interview, Questionnaire, Schedule, Rating Scale and Socio-metric Techniques

Unit – IV
a) Meaning, importance and Scope of Statistics and Measurement theory
b) Organization of Data: Statistical tables, Rank Order, Frequency Distribution; Graphical representation of data (Pie Chart, Bar Chart, Histogram, Frequency Polygon and Curve (Cumulative Frequency Curve or Ogive)
c) Measures of Central Tendency, Measure of Relative Position and Measure of Variability: Concept, computations and uses.
d) Skewness and Kurtosis Concept and application

Unit – V
a) Measure of Relationship: Examining relationships by Scatter plots, Product Moment, Rank Correlation and regression (regression equation and Prediction from regression)
b) Testing of Hypotheses: Confidence interval, level of significance, Setting up level of significance or confidence, One tailed and two tailed tests of significance, Standard Error, Types I and Type II Error
c) Parametric tests: Critical ratio, Analysis of Variance (ANOVA)-One way, and Non-Parametric tests: (Computing of Chi-square, Chi-square as Test of 'Goodness of Fit')
d) Research Report Writing and Methods of Dissemination

Reference Books and Suggested Readings:

Brent Edward E., Jr. Ronal E. Anderson(1990), Computer Applications in the Social Sciences, McGraw-Hill.
Bryman, Alan (2004), Social Research Methods. Delhi: Oxford University Press. Brent Edward E., Jr. Ronal E. Anderson(1990), Computer Applications in the Social Sciences. McGraw-Hill.
Bryman, Alan (2004). Social Research Methods. Delhi: Oxford University Press.
Burton, Dawn (Eds.) (2000. Research Training for Social Scientists. Sage Publications, New Delhi.
Chawla Deepak and Neena Sondhi (2011). Research Methodology- Concepts and Cases. Vikas Publishing, Delhi.
Garson G. David (1999). IT and Computer Applications in Public Administration. Idea Group Inc.
Kothari, C.R. and Gaurav Garg (2014), Research Methodology- Methods and Techniques. New Age, New Delhi.
Kumar, R. (2010). Research Methodology : A step by step guide for beginners. Sage Publication Ltd.
Locke, L. F., et.al (2007). Proposals that Work: A Guide for Planning Dissertations and Grant Proposals. New Delhi.
McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches. M.E. Sharpe.
Miller Gerald J., Kaifeng Yang(2007). Handbook of Research Methods in Public Administration. CRC Press.

Semester – II

Course No. UPPA1O001T
Course Title: Indian Administrative Thought (IKS)
Duration of Examination: 02 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 2
Maximum Marks: 50

Course Objective(s):
This interdisciplinary course explores the evolution of administrative thought in ancient India, focusing on the contributions of prominent scholars, and philosophers. Through an in-depth analysis of primary texts and historical contexts, students will gain a comprehensive understanding of the administrative principles, governance strategies, and ethical considerations that shaped ancient Indian society. The course will also examine the relevance of these ancient concepts in the modern administrative practices.

Course Learning Outcomes:
- To familiarize students with key ancient Indian texts and thinkers related to administrative thought.
- To critically evaluate the principles of governance, ethics, and statecraft advocated by ancient Indian scholars.
- To assess the impact of ancient administrative thought on subsequent historical periods and contemporary governance structures.
- To encourage students to apply ancient administrative principles to modern administrative challenges.

Unit – I: Introduction to Administrative Thought in Ancient India
a) Significance of Ancient Indian Civilizations and Governance Systems
b) Shukra Niti and Political Ethics: Political Ethics and Virtues of Rulers
c) Shanti Parva (Mahabharat): Political Ethics and Statecraft

Unit – II: Governance in Ancient India
a) Manusmriti and Legal Governance: Laws, Social Order, and Justice
b) Kautilya and the Arthashastra: Statecraft, Administration, and Ethics
c) Application of Kautilyan Principles in Governance

Unit – III: Relevance and Application in Modern Governance
a) Adaptation of Ancient Administrative Principles in Modern Governance
b) Ancient Indian Concept of Welfare State vs Modern Western Concept
c) Applying Ancient Thought to Contemporary Administrative Challenges: Case Studies

Reference Books and Suggested Readings:
Ali, S. S. (2006). Kautilya and the concept of good governance. *The Indian Journal of Political Science*, 375-380.

Bhalachandran, G. (2011). Kautilya's model of sustainable development. *Humanomics*, 27(1), 41-52.

Bose. F. (2022). Economics of Ancient Law: The Laws of Manu on Contracts. *Asian Journal of Law and Economics*. 13(3), 277-300.

Brown, D. M. (1964). *The white umbrella: Indian political thought from Manu to Gandhi*. University of California Press.

Ghose, A. M. (1988). An analysis of manu on man and society. *Journal of Indian philosophy*. 247-276.

Kumar. M. Revisiting Sovereignty through Ancient Indian Notions of Dharma. *Indian Journal of Politics and International Relations*, 23.

Mukherjee, J. (2010). Revisiting good governance in ancient Indian political thought. *The Indian Journal of Political Science*, 53-58.

Nagar, V. (2005). Kingship in the Sukra Niti. *Sankhdher, MM and Gurdeep Kaur. Politics in India: Ancient India. Politics of Change. Modern India* New Delhi: Deep & Deep Publications Pvt. Ltd, 95-109.

Parikh, M. (2020). Leadership lessons from Shukraniti: a post-Vedic perspective. *International Journal of Indian Culture and Business Management*, 21(3), 410-434.

Sharma, R. S. (1991). *Aspects of political ideas and institutions in ancient India*. Motilal Banarsidass Publication.

Sinha, H. N. (1935). *Sovereignty in ancient Indian polity: A study in the evolution of early Indian state*. University of London. School of Oriental and African Studies (United Kingdom).

Subramaniam, V. (1998). The administrative legacy of ancient India. *International Journal of Public Administration*, 21(1), 87-108.

Semester – II

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: E-Governance (Open Elective Course)
Duration of Examination: 3 Hrs

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

Course Learning Outcomes:
- Gaining theoretical understanding about the concept, theory and models of E-Governance
- Learning practical application of e-governance in different walks of life
- Awareness of various e-governance initiatives undertaken to deliver Public services to the stakeholders
- Developing necessary skills to use and operate e-governance or digital service delivery

Unit – I: Introduction to E-Governance
a) Governance and Administrative Reforms
b) Reinventing Government and New Public Management
c) ICT and E-Governance

Unit – II: Concepts and Models of E-Governance
a) Government Process Re-engineering
b) Models of E-Governance
c) E-Governance Policy Framework

Unit – III: E-Governance in India
a) E-Readiness and NCAER's E-Readiness Index
b) Digital Initiatives of Government of India
c) NEGP 2.0: E-Kranti

Unit – IV: Emerging Trends in E-Governance
a) Big Data and Open Government Data
b) Cloud Computing and Cloud Applications
c) M-Governance

Unit – V: Challenges to E-Governance
a) Digital Divide and Digital Inclusion
b) E-Literacy and Capacity Building
c) Privacy and Cyber Security

Reference Books and Suggested Readings:

Bhatnagar. S.C. (2004) E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi.

Bhatnagar, S.C. (2009) Unlocking E-Government Potential: Concepts, cases and practical insights, Sage Publications, New Delhi.

Bouwman. Harry, and et.al., (2005), Information and Communication Technology in Organisations, Sage Publications, London.

Madon.S, (2009), E-Governance for Development – A focus on Rural India, Palgrave Macmillan, London.

Marchionini, G.. (1995), Information Seeking in Electronic Environments, New York. The Press Syndicate of the University of Cambridge, USA.

Mark Bevir. (2009), Key Concepts in Governance. Sage Publications, New Delhi.

Mary Maureen Brown. Jack Rabin (ed.), Electronic Government, Encyclopedia of Public Administration and Public Policy, Marcel Dekker, 2003, pp 427-432.

Michael E. Milakovich. (2012), digital governance - New Technologies for improving Public Service an Participation, Routlidge, Taylor and Francis group. New York.

Pardhasaradhi,Y. (et.al) (2009), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi.

Paul Gosling, (1997), *Government in Digital Age*, London. MacMillan Publication.

Prabhu. C.S.R. (2005) *E-Governance: Concepts and Case Studies*, Prentice-Hall of India, New Delhi.

Satyanarayana, J. (2004), E-Government: The Science of the possible. PHI Learning Pvt Ltd. New Delhi.

Semester – II

Course No.
Course Title: Disaster Governance (Open Elective Course)
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

Through a structured curriculum encompassing topics such as disaster classification, international and national legal frameworks, comparative governance, and emerging issues, the program aims to cultivate a deep understanding of the complexities surrounding disaster preparedness, response, recovery, and risk reduction. Additionally, the course fosters critical thinking, research, and practical application, enabling students to contribute effectively to the fields of disaster law, policy, and governance. By the end of the program, students will be able to address the multifaceted challenges posed by disasters, promote resilience in communities, and make informed decisions to mitigate the impact of disasters on society and the environment.

Unit – I: Introduction to Disaster Law and Governance
a) Definitions and Nature of Disasters : Typologies and Classification
b) Historical Perspectives on Disasters
c) Disaster Risk Reduction (DRR) Principles and Frameworks

Unit – II: National Disaster Law and Policy
a) National Disaster Management Frameworks
b) Risk Assessment and Mitigation Strategies
c) Comparative Analysis of National Policies

Unit – III: International Disaster Law
a) Overview of International Disaster Law : Key International Treaties and Conventions
b) Humanitarian Principles : Disaster Response , Refugee and Internally Displaced Persons
c) Case Studies in International Disaster Law

Unit – IV: Comparative Disaster Governance
a) Public-Private Partnerships in Disaster Management
b) Community-Based Disaster Management
c) Risk Communication and Public Engagement

Unit – V: Emerging Issues in Disaster Management
a) Technology and Innovation in Disaster Management
b) Environmental Justice and Disasters
c) Future Trends and Challenges in Disaster Governance

References and Suggested Readings:

Aldunce, P., Beilin, R., Howitt, R., & Handmer, J. (2015). Resilience for Disaster Risk Reduction: A Review of the Literature. International Journal of Disaster Risk Reduction, 13, 274-282.

Alexander, D. (Ed.). (2016). The Routledge Handbook of Disaster Risk Reduction Including Climate Change Adaptation. Routledge.

Collier, M. (2015). Emergency Management: Concepts and Strategies for Effective Programs. Wiley.

Comfort, L. K. (2015). Designing Resilience: Preparing for Extreme Events. University of Pittsburgh Press.

Cutter, S. L. (2016). The Landscape of Disaster Resilience Indicators in the USA. Natural Hazards, 80(2), 741-758.

Drabek, T. E. (2010). Human System Responses to Disaster: An Inventory of Sociological Findings. Springer.

Hey, E., & Rosch, F. (2015). International Disaster Response Law: A Practical Approach. Springer.

Kreimer, A., Arnold, M., & Carlin, A. (2003). Building Safer Cities: The Future of Disaster Risk. The World Bank.

O'Brien, G., & O'Keefe, P. (Eds.). (2012). Climate Change and Disaster Management. Taylor & Francis.

Olshansky, R. B., & Johnson, L. A. (2010). Clear as Mud: Planning for the Rebuilding of New Orleans. Journal of the American Planning Association, 76(1), 5-21.

UNDP. (2009). Building Resilience to Natural Disasters: A Framework for Disaster Risk Reduction and Recovery.

Wisner, B., Gaillard, J. C., & Kelman, I. (2012). Handbook of Hazards and Disaster Risk Reduction. Routledge.

United Nations Office for Disaster Risk Reduction (UNDRR). (2015). Sendai Framework for Disaster Risk Reduction 2015-2030.

United Nations. (2006). Guiding Principles on Internal Displacement.

United Nations. (2007). Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief (MCDA). OCHA.

Semester – II

Contact Hrs/Week: 4 Hrs

Course No.
**Course Title: Civil Society, Social Capital
and Democracy (Open Elective Course)**
Duration of Examination: 3 Hrs

Credit: 4
Maximum Marks: 100

Course Objective(s):
In recent years both scholars and policymakers have expressed a remarkable amount of interest in the concepts of social capital and civil society. A growing body of research suggests that the social networks, community norms, and associational activities signified by these concepts can have important effects on social welfare, political stability, economic development, and governmental performance. This course intends to examine the roles played by these networks, norms, and organizations in outcomes ranging from local public goods provision and the performance of democracies.

Course Learning Outcomes:
- Understanding the historical evolution of the concepts of civil society and social capital
- Examining the application of such concept in democratic policy making
- Evaluate the effects of civil society and social capital on a variety of political and economic outcomes

Unit – I: Concepts and Conceptual Evolution of Civil Society
a) Understanding Civil Society
b) Elements of Civil Society
c) Growing role of civil society organizations

Unit – II: Civil Society and the State Interface
a) Civil Society and Political Regimes
b) Civil Society, resistance and protest
c) Civil society in globalized market

Unit – III: Concept of Social capital
a) Meaning and types of social capital
b) Theories of social capital
c) Social capital as a response to Social welfare policy

Unit – IV: Effects of Civil Society and Social Capital
a) Civil society, social capital and democracy
b) Domestic politics and policy making
c) Government performance, public goods provision and state capacity

Unit – V: Civil Society Movements in India
a) History of civil society movement in India
b) Types of civil societies in India and nature of work
c) Civil society and policy making case studies – Right to Information, Lokpal

Reference Books and Suggested Readings:
D. Archibugi and D. Held (eds) (1995). Cosmopolitan Democracy: An Agenda for a New World Order. Cambridge: Polity
Keane, J., (1998). Civil Society and the State, Verso, London
Levi, Margaret. (2003). "A State of Trust." Chapter 4 in *Trust and Governance*. Edited by Braithwaite and Levi. New York, NY; Russell Sage Foundation
Ostrom, Elinor, and T. K. Ahn. (2003). Introduction in *Foundations of Social Capital*. Edited by Ostrom, and Ahn. Northampton, MA: Edward Elgar Publishing
Putnam, Robert D. (2000). Bowling Alone: The Collapse and Revival of American Community. New York, NY: Simon & Schuster
Putnam, Robert D., Robert Leonardi, and Raffaella Y. Nanetti. (1994) Making Democracy Work: Civic Traditions in Modern Italy. Princeton, NJ: Princeton University Press, 1994.
Seligman, Adam. (1995). The Modern Idea of Civil Society." In *The Idea of Civil Society*. Princeton, NJ: Princeton University Press
Sidney Verba. (2006) "The Origins and Political Consequences of Social Capital." *Voice and Equality: Civic Voluntarism in American Politics*. Cambridge, MA: Harvard University Press

Semester – II

Course No.

Course Title: Law, Ethics and Governance (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s)

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

Unit – I: Legal Foundations
a) Fundamentals of Administrative Law
b) Values and Context of Legal and Administrative Process
c) Constitution, Rule of Law and Administrative Law

Unit – II: Law and Governance
a) Rule of Law, Doctrine of Separation of Powers, Principles of Checks and Balances, Doctrine of Ultra-vires
b) Delegated Legislation, Principles of Natural Justice
c) Administrative Adjudication and Redressal of grievances

Unit – III: Governance and Ethics
a) Codes and Norms of Ethics in India
b) Constitutional Values and its relationship with ethics
c) Family, Society, Education and Ethics

Unit – IV: Quasi-Judicial Governance
a) Administrative Tribunals
b) National Water Tribunal
c) National Green Tribunal

Unit – V: Emerging Trends
a) Local Bodies Ombudsman
b) Protection of Whistleblowers
c) Women Protection: Criminal Law (Amendment) Act, 2013 (Nirbhaya Act)

Reference Books and Selected Readings:

Appleby Paul H(1952), Morality and Administration in Democratic Government, Baton Rouge, Louisiana State University Press

Aradhe. Alok and G P Singh(2013), Principles of Administrative Law , LexisNexis.

Barnwal SP(1993), Ethics in work in India-Tradition in relation to Man and society, IIPA, New Delhi

Bentham Jeremy(1948), Introduction to Principles of morals and legislation, New York Boulding Kenneth E (1968), Beyond Economics-- essays in society, religion and ethics, Ann Arbor Cane, Peter (2011) , Administrative Law, Oxford University Press, New York.

Chapman Richard (Ed)(2000), Ethics in Public Service for the New Millennium, Aldershot, Ashgate Chkrabarty S K (1998), Values and ethics for organization- Theory and practice – OUP, New Delhi

Fredrickson H G and Ghere R K (Ed) (1999), Ethics in Public Management, New York, ME Sharp Friedmans (2010), Administrative Law, Harcourt Professional Publishing.

Goodnow, Frank Johnson (2013),Comparative Administrative Law an Analysis of the Administrative Systems National and Local, of the United States, England, France and Germany, Making Of Modern Law, Gale.

Krishnaswamy, Sudhir (2011) , Democracy and Constitutionalism in India: A Study of the Basic Structure Doctrine, OUP McGarry , John (2013), Constitutional and Administrative Law, Routledge

Rosenbloom, David., et.al(ed).(1977), Public Administration and Law, Marcel Dekker. Second Administrative Reforms Commission, 1 and 2nd Reports

Sharma , Manoj (2004), Indian administrative law, Anmol Publisher, New Delhi.

Wade William and Christopher Forsyth (2009) Administrative Law, Oxford University Press.

Semester – III

Course No.   Contact Hrs/Week: 4 Hrs
Course Title: Comparative and Development Administration (Core Course)   Credit:4
Duration of Examination: 3 Hrs   Max Marks: 100

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

Course Learning Outcomes:
- Understanding of administrative systems of different countries
- Models and Approaches to analyse the institutional and developmental set-up of the countries
- Understanding the factors that influence the developmental model and administrative development of the counties

Unit – I: Introduction
a) Concept, Nature,Scope and Significance of Comparative Public Administration
b) Evolution of Comparative Public Administration
c) Critique of Comparative Public Administration

Unit – II: CPA: Contribution of FW Riggs
a) Ecological Approach and Development Models by F.W.Riggs
b) Structural-Functional Approach
c) Theory of Prismatic Society

Unit – III: Comparative Administrative Systems
a) Classical Administrative System – France
b) Developed Administrative Systems – USA and UK
c) Modern Administrative Systems – Japan

Unit – IV: Development Administration – I
a) Concept, Nature, Scope and Significance of Development Administration
b) Goals and Challenges of Development Administration
c) Models of Development Administration: Sustainable Development, Human Development and Inclusive Development

Unit – V: Development Administration – II
a) Development Theories
b) Bureaucracy and Development
c) Role of NGOs and SHGs

Reference Books and Suggested Readings:
Ali Farazmand. (2001) Handbook of Comparative & Development Public Administration. Marcel Dekker, NY.
Chandler J.A (2000), Comparative Public Administration. Routledge, 29 West 35th Street, New York
Dahiya, S.S (2012). Comparative Public Administration. Sterling Publication., New Delhi
Eric E. Otenyo and Nancy S. Lind. ed. () Comparative Public Administration: The Essential Readings. Oxford.
Esman, Milton J. (1970). CAG and the study of public administration. In F. W. Riggs (Ed.), The frontiers of development administration (pp.41-71). Durham, North Carolina: Duke University Press.
Heady, F (1996). Public administration: A comparative perspective (5th ed.). New York:
Marcel Dekker Heaphey, J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3), 242-249.
Montgomery. J. (1966). Approaches to development politics, administration and change, NY: McGraw Hill.
PaiPanandikar, V.A. (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.
Raphaeli, N. (1967). Readings in comparative public administration. Boston, Massachusetts: Allyn and Bacon.
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 Socities in Transition (1956), 70-80.
Swerdlow, I. (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.
W.E. Weidner (1970), Development administration in Asia. Durham, North Carolina: Duke Uni. Press.
Waldo, Dwight (1964). Comparative Public Administration: Prologue, Problems, and Promise. Chicago: Comparative Administration Group, American Society for Public Administration.

Semester – III

Course No.
Course Title: Introduction to Governance
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):
The term governance has made an impressive career in a number of disciplines concerned with regulation, order and law. The word 'Governance' appears in diverse academic disciplines. At general level, governance refers to theories and issues of social coordination and the nature of all patterns of rule. The theories of governance have changed the understanding of various concepts of state and its institutions. New jargon of words emerged into the social science literature with different connotations. In this background, the present course is aimed to provide an in-depth understanding of the basic tenets and trends of Governance.

Course Learning Outcomes:
- Understanding the rationale forth-shift of focus from Government to Governance
- Understanding the Contextual and Conceptual dimensions of Governance
- Contemporary Techniques and Trends in Governance
- Changing Dynamics of the relationship of citizens and the State in governance

Unit I: Introduction
a) New Public Management
b) Reinventing Government
c) Government to Governance Shift

Unit II: Understanding Governance
a) Governance: Concept
b) Good Governance: Concept and Principles
c) Collaborative Governance and Networks in Governance

Unit III: Participatory Governance
a) Rationale of Participation
b) Challenges in Engagement and Participation
c) Case Studies: Kudumshree (Kerala), Grameen Bank (Bangladesh), Participatory Budgeting (Brazil), Watershed Development Programme (Ralegansiddhi)

Unit IV: Innovations in Governance
a) Innovations in Governance: Conceptual Framework
b) Innovations in Public Services: An Historical Perspective
c) Innovative Practices in Public Governance

Unit V: Measuring Governance
a) Measuring Governance: Concept, Need and Significance
b) Measuring Governance: Methodology & Inadequacy of Existing Measurement
c) World Wide Governance Indicators

Reference Books and Suggested Readings:
Bell, S., and Hindmoor, A. (2009) Rethinking Governance: The Centrality of the State in Modern Society, Cambridge: Cambridge University Bell.

Bevir, Mark (2009), Key Concepts in Governance, Sage. London.

Bevir, Mark, ed. (2010) The Sage Handbook of Governance. Thousand Oaks, CA: Sage Publications.

Farazmand, Ali and Jack Pinkowski, eds. (2006) Handbook of Globalization, Governance, and Public Administration. London: CRC/Taylor & Francis.

Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In Deliberative Policy Analysis: Understanding Governance in the Network Society, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.

Kjaer, A (2004) Governance. Cambridge, UK: Polity Press.

Kooiman, Jan ed. (1993) Modern Governance: New Government-Society Interactions. London: Sage.

Morrison, Donald (1945) "Public Administration and the Art of Governance." Public Administration Review

Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." Governance: An International Journal of Policy, Administration, and Institutions 23:1:7–35.

Osborne, Stephen P., ed. The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. London: Routledge.

Peters, B. Guy, and Jon Pierre (1998) "Governance without Government?: Rethinking Public Administration." Journal of Public Administration Research and Theory 8 (2): 223-43.

Sandford Borins, ed., (2008), Innovations in Government Research, Recognition, and Replication,Brookings Institution Press.

Semester – III

Course No.
Course Title: Dissertation: Proposal (Core Course)
Duration of Examination: --

Contact Hrs/Week: --
Credit: 4
Maximum Marks: 100

Course Objective:

The Dissertation is distinguished from other forms of writing as it seeks answers, explanations, makes comparisons and arrives at generalisation that can be used to extend theory. This course is designed to guide students through the process of developing a comprehensive and well-structured dissertation proposal. Students will learn the essential components of a research proposal, including problem identification, literature review, research questions, methodology, and theoretical framework. This course will equip learners further with the knowledge, skills, and confidence needed to develop a high-quality dissertation proposal that serves as the foundation for their advanced research endeavours.

Course Learning Outcomes:

1. Demonstrating a deep understanding of the research area by analyzing the existing research literature, and identify and justify a research problem within their field of study.
2. Formulating clear and focused research questions and objectives that address the identified problem.
3. Conducting a comprehensive review of literature and analysing critically the relevant literature to identify research gaps, debates, and trends in the concern research area.
4. Design a robust research methodology by choosing appropriate research methods and techniques to develop a detailed plan for data collection and analysis.

The dissertation carries 04 Credits and divided into the following topics

- Problem Identification and Review of Literature – 50 Marks
- Research Synopsis – 50 Marks

Semester – III

Course No.

Course Title: Internship (Skill Enhancement Course)

Duration of Examination: --

Duration: 01 Month

Credit: 2

Maximum Marks: 50

Course Objectives:

This Internship course is designed to provide with real-world experience in public sector organizations. Through this practical exposure, students will integrate theoretical knowledge with practical application, enhance their skills, and develop a deeper understanding of the complexities of public administration. The course aims to prepare students for their future roles as effective public administrators by immersing them in the day-to-day operations of public organizations. It will facilitate students with hands-on experience in public administration settings and to understand the gap between theoretical knowledge and practical application in the field of public administration. It will also enhance learners' skills in areas such as decision-making, problem-solving, communication, and teamwork within a professional context by exposing them to the challenges and opportunities within public sector organizations.

Course Learning Outcomes:

- **Applying Theoretical Knowledge:** Integrating theories, concepts, and principles learned in the classroom to real-world situations within public administration settings.
- **Developing Professional Skills:** Developing practical skills in areas such as project management, policy analysis, public finance, and strategic planning, essential for effective public administration.
- **Developing Critical Thinking:** Analyzing complex issues faced by public sector organizations, critically evaluate solutions, and make informed decisions based on evidence and best practices.
- **Problem Solving by Teamwork and Collaboration:** Collaborating effectively within multidisciplinary teams, understanding the importance of teamwork and its impact on organizational success by identifying, analyzing, and providing solutions to real-world problems faced by public sector organizations, demonstrating innovative and practical problem-solving skills.

Semester – III

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Public Leadership (Open Elective Course)
Duration of Examination: 3 Hrs

Course Objective(s):

This course aims to elucidate the role of leadership in a public setting. Drawing from public management, psychology and organization studies, students would learn how leadership manifests itself in the public sector. This means understanding how to set goals, the motivation of those around you, how to engage and negotiate with stakeholders, managing change, making decisions, and exhibiting ethical behaviour. It starts with the assumption that while there are some general traits relevant across public, private and non-profit sectors, the nature of these sectors is different, and this affects how these traits function in practice.

Course Learning Outcomes:

- Understanding the basic concepts of leadership
- Knowledge of various theories of leadership
- Demonstrate an understanding of leadership communication theories and concepts

Unit I: Conceptualizing Leadership

a) What is leadership?
b) Introduction to Public Sector Leadership
c) What do leaders really do? What makes a leader?

Unit II: Leadership Theory I

a) Trait approach, Skills approach
b) Behavioural approach, Situational approach
c) Path-goal approach, Leader-member exchange approach

Unit III: Leadership Theory II

a) Transactional and Transformational Leadership
b) Authentic Leadership
c) Servant leadership

Unit IV: Leadership Theory III

a) Adaptive Leadership
b) Inclusive Leadership
c) Ethical Leadership

Unit V: Leadership in Action

a) Leadership and Communication
b) Leadership and Strategic management
c) Leadership, Diversity, gender and Culture

Reference Books and Suggested Readings:

Northouse, Peter G. (2021). Leadership: Theory and Practice, 9th Edition. Sage

The Jossey-Bass Handbook of Nonprofit Leadership and Management,1st ed. (2010). Wiley, San Francisco

Michael Z. Hackman and Craig E. Johnson. (2013). Leadership: A Communication Perspective, 6th ed.,Long Grove, Illinois: Waveland Press

Harvard Business Review, On Leadership (2011)

Doris Kearns Goodwin, Leadership: In Turbulent Times (2018)

Susan Cain, Quiet: The Power of Introverts in a World That Can't Stop Talking (2012)

Hart, Paul T. & Tummers R. (2019). Understanding Public Leadership. The Public Management & Leadership Series, Palgrave McMillan

Dobbel, J. Patrick. (2018). Public Leadership Ethics: A Management Approach. Routledge

Semester – III

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course No.
Course Title: Organisation Behaviour (Open Elective Course)
Duration of Examination: 3 Hrs

Course Objective(s):
The study of Organizational Behaviour (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behaviour relates to the expected behaviour of an individual in the organization. No two individuals are likely to behave in the same manner in a particular work situation. This paper introduces concepts related to behavior of individuals in organizations.

Unit I: Introduction
Meaning, Nature, Scope and Significance
Perspectives and Foundations of Organizational Behavior
Evolution of Organizational Behavior
Management and Organizational Behavior

Unit II: Organizations
Organizational Structure and Design
Organizational Culture, Creativity and Innovation
Organizational Change and Development
Organizational Learning

Unit III: Organizational Dynamics – I
Personality and Individual behavior
Workplace behavior and Interpersonal Behaviour
Value Attitude and Job Satisfaction
Work Stress and Stress Management

Unit IV: Organizational Dynamics – II
Motivation
Power and Leadership
Communication
Decision Making

Unit V: Emerging trends
Conflict Management
Group Dynamics
Ethics and Social Responsibility
Corporate Social Responsibility

Reference Books and Suggested Readings:
Aswathapa K, Organisation Behaviour, Himalaya Publishing House, New Delhi, 2016.
Curtis W. Cook and Phillip L. Hunsaker, Management and Organisational Behaviour, Third Edition, McGraw-Hill, Irwin, 2001.
Stephen P. Robbins, Organisational Behaviour — Concepts, Controversies and Applications, PHI, 1989.
Moorhead and Griffin, Organisational Behaviour, Jaico, 1999.
Jerald Greenberg and Robert A. Baron, Behaviour in Organisations, Prentice-Hall of India,1999.
Robert T. Golembiewski. (Ed) Handbook of Organizational Behavior, Marcel Dekker, Inc. New York, 2001.
Kondalkar V G, Organisational Behaviour, New Age International Publishers, New Delhi, 2007.
Laurie J Mullins, Essentials of Organisational Behaviour, Pearson Education Limited, London, 2006.
Laurie J Mullins, Management and Organisational Behaviour, Pearson Education Limited, London, 2010.
Michael L. Vasu et al. Organizational Behavior and Public Management, Marcel Dekker, Inc. Basel, 1998.

Semester – III

Course No.   Contact Hrs/Week: 4 Hrs
Course Title: Social Policy: State, Market and Society
(Open Elective Course)   Credit: 4
Duration of Examination: 3 Hrs   Maximum Marks: 100

Course Objective(s):
Social Policy in a development context is the overarching framework of a wide-ranging inquiry into social policy that is developmental, democratic and socially inclusive. It is increasingly evident that social policy has a significance that goes beyond even the valid concerns about basic equity and minimal living standards, which form part of the social and economic rights of citizens. This course will explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.

UNIT- I: Introduction
a)   Social Policy and Administration: Meaning, Scope and Significance
b)   Relationship of Social Policy with Academic Disciplines
c)   Social Justice: Concept and Philosophy
d)   Social Exclusion and Inclusion

UNIT- II: Welfare States
a)   Social context of welfare
b)   Inequality and Redistribution
c)   Welfare States: Models and Regimes
d)   Welfare States: Patterns of development

UNIT- III: Social Welfare
a)   Values and Ideology in Social Welfare
b)   Strategies for Social Welfare
c)   Public Services and Welfare bureaucracies
d)   Administrative Process of Social Welfare

UNIT- IV: Emerging Trends
a)   Affirmative Action and Positive Discrimination
b)   Policy for Inclusive Development: Growth with Equity
c)   Social Participation: Issues of Gender, Weaker Sections and Environment
d)   Distribution of Welfare - State Vs. Market Debate

UNIT- V: Issues and Interventions in Social Policy
a)   International Welfare Organizations: Refugees, Migrants and Human Trafficking
b)   Role of Civil Society Organizations in Social Welfare
c)   Sustainable Development Goals and Human Development Index: The Global Targets
d)   Ethical Concerns in Social Policy

Reference Books and Suggested Readings:
Paul Spicker. (2014), Social Policy: Theory and Practice, Policy Press, Bristol, UK. Baldock John. et al, (2011), Social Policy, Oxford University Press.
Bochel . Hugh and Guy Daly (2014), Social Policy, Routledge.
Dev , Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays. Kennedy, Patricia (2013)Key Themes in Social Policy, Routledge.
Morales Daniel A. Gomez (1999), Transnational Social Policies, IDRC/CRDI Miller, David (1976), Social Justice, Clarendon Press, Oxford
Naila, Kabeer (2006), Social Exclusion and the MDGs. The Challenge of 'Durable Inequalities' in the Asian Context, Institute of Development Studies and Overseas Development Studies Institute.
Sharma Arvind (2005),Reservation and Affirmative Action: Models of Social Integration in India and the United States, Sage. Sen , Amartya (2009), The Idea of Justice, Allen Lane & Harvard University Press.
Sen , Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Social Development Papers No.1, Asian Development Bank.
Thorat. Sukhadeo & Narendra, Kumar(2008), In Search of Inclusive Policy: Addressing Graded Inequality, Rawat Publications, New Delhi & Jaipur.
Yadav , Sushma, (2006) , Social Justice: Ambedkar's Vision, IIPA , New Delhi.
Valerian Rodrigues (2002), The Essential Writings of B.R. Ambedkar, Oxford University Press, New Delhi. Yadav . Sushma (2010), Reservation and Inclusive Growth: Theme Paper for 54th Member's Annual Conference, IIPA, New Delhi.

Semester – III

Course No.	Contact Hrs/Week: 4 Hrs
Course Title: Statistical Methods in Social Science Research	
(Open Elective Course)	Credit: 4
Duration of Examination: 3 Hrs	Maximum Marks: 100

Course Objective(s):

Statistical methods and computer applications are very useful instrument for the quality social science research. Computers are extremely useful for the processing of large quantities of data and reducing data to more manageable and easily understood forms. So, the objective of this course is to enhance the knowledge about statistical methods and computer applications among the students of public policy and public administration.

Course Learning Outcomes:

* It will help to manage, organise, and presentation of data.
* Learn how to use statistical models/methods to solve real-world problems.
* Would Perform statistical inference in a variety of situations and evaluate the results in a practical setting.

Unit I

a) Meaning, Functions and Scope of Statistics

b) Scales or level of Measurement, Variable and their Classification

c) Organization and Classification of Data: Primary and Secondary data, Graphical representation of data (Histogram & Ogive).

Unit II

a) Central Tendency: Mean Median and Mode.

b) Measures of Variability: Average, Standard and Quartile deviation.

c) Percentile and Percentile Rank

Unit III

a) Standard score(z-score) And Normal distribution: Characteristics of Normal and probability curve and deviation from normality (Skewenss and Kurtosis)

b) Testing of hypotheses, Confidence interval, level of significance and hypotheses testing, one tailed and two tailed tests, Types I and Type II Error

c) Significance of mean and other Statistics

Unit IV

a) Significance of the Difference between means and other statistics: sampling distribution of differences, significance difference between two means, 'z' scores, and 't' test

b) Estimate of Relation: Examining relationships by scatter plots.

c) Types and methods correlation Analysis (Pearson Product Moment co-efficient of correlation & Rank Order co-efficient of correlation)..

Unit V

a) Regression: Concept of Regression Lines and Regression Equations, Procedure for the use of Regression Lines.

b) Analysis of Variance (ANOVA): Meaning, Need and procedure of Calculating the Analysis of Variance

c) Non-Parametric Statistics: Parametric and Non-parametric Statistical Tests, Chi-square test and goodness of Fit, Sign Test and Wilcoxon Test.

Reference Books and Suggested Readings:

Cononver, W.J. (1971). *Practical Non-Parametric Statistics*. New York: John Wiley & Sons Inc

Gerber Eller (2013). Public Administration Research Methods- Tools for Evaluation and Evidence based practices, Routledge,

Gupta S.P. (2011), Statistical Methods. Sultan Chand and Sons, New Delhi.

Henry. G.T. (1995). *Graphing data: Techniques for Display and Analysis*. Thousand oaks', CA: Sage

Howell, D.C. (1997). *Statistical Methods for Psychology*. Belmont, CA: Duxbury Press.

Huck, S.W. (2007). *Reading Statistics and Research*. Boston: Allyn & Bacon.

Pamela Maykut & Richard Morehouse (1994). *Beginning Qualitative Research- A Philosophic and Practical Guide*. The Falmer Press London. Washington D.C

Kerlinger, F.N. (1986). *Foundations of Behavioural Research*. Delhi:Surjeet Publications.

Koul, Lokesh (2011).*Methodology of Educational Research*. New Delhi: Vikas Publishing House

Miles, M.B., & Huberman. A.M. (1994). *Qualitative Data Analysis*: An expanded Sourcebook. Thousand Oaks, CA: Sage.

Pamela Maykut & Richard Morehouse (1994). *Beginning Qualitative Research- A Philosophic and Practical Guide*. The Falmer Press London. Washington D.C.

Semester – IV

Course No.

Course Title: Governance in India: Contemporary Issues (Core Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s):

The term governance has made an impressive career in a number of disciplines concerned with regulation, order and law. The word 'Governance' appears in diverse academic disciplines. The paper will familiarize the students with new frontiers and Emerging Areas in the discipline of Public Administration i.e., Public Private Partnership, Right to Service, Social Audit, Corporate Social Responsibility and Citizen Administration Interface. The paper will focus on the Accountability Reforms and Innovation in Administration.

Course Learning Outcomes:

- Understanding the relevance of ethics in governance
- Understanding the tools and techniques for improving governance
- Gaining insight on the changing dynamics of the relationship of the citizens and the State

Unit I: Governance and Ethics

    a) Ethical Foundations of Governance

    b) Significance of Ethical and Moral Values in Governance

    c) 2nd Administrative Reforms Commission: Ethics in Governance

Unit II: Probity in Governance

    a) Philosophical Basis of Governance and Probity

    b) Code and Norms of Ethics, Concept of Public Service

    c) Integrity, Impartiality and Dedication to Public Service

Unit III: Governance Reforms

    a) Transparency and Right to Information

    b) Ombudsman against Corruption (Lokpal and Lokayukta)

    c) Government Process Re-engineering

Unit IV: Governance Institutions and Mechanisms

    a) Regulatory Authorities – Telecom Regulatory Authority of India (TRAI), University Grant Commission (UGC) and Central Pollution Control Board (CERC)

    b) NITI Aayog

    c) Public Grievances Redressal Mechanism

Unit V: Emerging Trends

    a) New Technology and Public Service System

    b) Right to Public Service

    c) Doorstep Delivery of Public Services

Reference Books and Suggested Readings:

Antiiroikoet.al Eds. (2011) Innovations in Public Governance, IOS Press

Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi

Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra

Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi

Bevir Mark ed. (2010) The Sage Handbook of Governance, Thousan Oaks CA: Sage Publications

Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas

Government of India (1967) First Administrative Reform Commission Report, Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi

Government of India (2005) Second Administrative Reform Commission Report, Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi

Granville, Austin (1999) The Indian Constitution-Cornerstone of Nation, OUP: New Delhi

Jain R.B.(1976) Contemporary Issues in Indian Administration, Delhi: Vishal

Kashyap, Subash C. (2010) Indian Constitution: Conflicts and Controversies, Vitasta

Maheshwari, S.R.(2004) Indian Administration, Orient Blackswan : Delhi

Subrata K. Mitra (2006), Puzzles of India's Governance, Routledge, London.

Semester – IV

Course No.	Contact Hrs/Week: 4 Hrs
Course Title: **Public Policy Analysis (Core Course)**	Credit: **4**
Duration of Examination: 3 Hrs	Maximum Marks: 100

Course Objective(s):

This course aims to build a basic understanding of policy analysis that plays an important role in helping to define and outline the goals of a proposed policy and in identifying similarities and differences in expected outcomes and estimated costs with competing alternative policies. The course lays the groundwork for students to develop the skills in policy analysis by learning analytical methods and tools. The course enables the students to research a policy, analyze the consequences and stakeholders, and present recommendations for improvements. Overall, the course intends to serve as the foundation for a rational policy analysis and provides insight into the designing and evaluation of policy preferences.

Course Learning Outcomes:

- Understanding of the profession and craft of Policy Analysis and its social utility.
- Critically engage with qualitative and quantitative academic literature in analyzing policies.
- Assess the effectiveness of a particular policy and identifying potential unintended consequences.
- Apply the analytical frameworks to the dilemmas in governance and public affairs to discover potential policy solutions.

Unit – I: Process of Policy Analysis
a) Methodology of Policy Enquiry, Multi-disciplinary Policy Analysis
b) Critical Thinking and Public Policy – Structure of Policy Arguments
c) Policy Analysis in the Policy Making Process

Unit – II: Structuring Policy Problems
a) Nature & Characteristics of Policy Problem
b) Policy Models & Problem Structuring
c) Methods of Problem Structuring

Unit – III: Forecasting & Prescribing Preferred Polices
a) Forecasting – Approaches, Limitations
b) Policy Prescription – Criteria & Approaches
c) Methods of Prescription

Unit – IV: Policy Monitoring
a) Meaning & Significance
b) Approaches & Techniques
c) Constraints & Effective Policy Monitoring Mechanism

Unit – V: Policy Evaluation & Communication
a) Nature & Significance, Criteria
b) Approaches & Type of Evaluation, Theory of Change (ToC)
c) Methods of Evaluation – Quantitative & Qualitative, The Process of Policy Communication

Reference Books and Suggested Readings:

Aaron Wildavsky (1979), Speaking Truth to Power: The art and craft of policy analysis, Palgrave Macmillan.
Carl Patton David S.Sawicki and Jennifer J.Clark (2016). Basic Methods of Policy Analysis and Planning, Routledge.
David L Weimer and Aidan R.Vining (2011). Policy Analysis, Longman Publications.
Dunn, W. (2018). Public Policy Analysis: An Integrated Approach. New York, NY: Routledge
Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
Frank Fischer, Gerald J. Miller and Mara S. Sidney (2007). Handbook of Policy Analysis, CRC Press. T&F.
Howlett, Michael, and M. Ramesh. (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
John, Peter. (2012), Analysing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London.
Lee S. Friedman (2017). Does Policy Analysis Matter? Exploring its effectiveness in theory and practice, University of California Press.
MacRae. Duncan and Whittington, Dale (1997) Expert Advice for Policy Choice: Analysis and Discourse American Governance and Public Policy, Georgetown University Press.
P. Knoepfel, C. Larrue, F. Varone and M. Hill, (2007), Public Policy Analysis, Policy Press, Bristol, UK.
Pal, Leslie A., (1992), Public Policy Analysis: An Introduction, 2nd ed. Toronto: Nelson.
Wil A. H. Thissen and Warren E. Walker (2013) Public Policy Analysis: New Developments, Springer.
William N. Dunn (2018). Public Policy Analysis: An Integrated Approach (6th Edition), Routledge.

Semester – IV

Course No.   Contact Hrs/Week: --
Course Title: Dissertation: Report Defense (Core Course)   Credit: 4
Duration of Examination: --   Maximum Marks: 100

Course Objective:
The Masters level dissertation is distinguished from other forms of writing as it seeks answers, explanations, makes comparisons and arrives at generalisations which can be used to extend theory. The dissertation is the final stage of the Masters degree and provides the student with the opportunity to show that he/she has gained the necessary skills and knowledge in order to organise and conduct research. The dissertation should demonstrate that the student is skilled in identifying an area suitable for research, setting research objectives, organising and critically analysing the relevant literature, devising an appropriate research methodology, analysing the primary data selected and drawing conclusions. The dissertation is a 'formal' document and there are 'rules' that govern the way in which it is presented. It must have chapters that provide an introduction, a literature review, a justification of the data selected for analysis and research methodology, analysis of the data and, finally, conclusions and recommendations.

Course Learning Outcomes
- Help students to demonstrate their research skills learned in their previous semesters
- Precisely guide students in identifying an area suitable for research, setting research objectives, organising and critically analysing the relevant literature. devising an appropriate research methodology. analysing the primary data selected and drawing conclusions.
- Also the dissertation introduces the students with first hand field experience through primary survey.

The dissertation carries 04 Credits and divided into the following topics

1. Data Collection, Analysis, Interpretation and Report Writing – 60 Marks
2. Viva Voce (Mandatory) – 40 Marks

Semester – IV

Course No.
Course Title: Indian Knowledge System (Open Elective Course)
Duration of Examination: 2 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 2
Maximum Marks: 50

Semester – IV

Course No.
Course Title: Police Administration in India (Audit Course)
Duration of Examination: 02 Hrs

Contact Hrs/Week: 2 Hrs
Credit: 0
Maximum Marks: 50

Course Objective(s):

Law and order administration is one of the most important functions performed by the Government. In fact, the survival of administration depends upon maintenance of law and order in a country. The functioning of law and order administration comes under the state list with the Union/Central government having advisory and coordinating role. Rapid growth of population, industrialization, urbanization, growing political consciousness, political caste and communal violence, labor and student unrest and terrorism are indications of law and order problems. The present course addresses all these issues so that the student will be able to have comprehensive understanding of Law and Order Administration.

Unit – I
a) Society, Crime and Police and functions of Police
c) Evolution of Police Administration in India
d) Indian Police Service & Central-Armed Police Forces and Organizations

Unit – II
a) Police Administration at Central, State and District Level
b) Central Police Forces and Organizations
c) Community Policing

Unit – III
a) Police Reforms in india
b) Police and Human Rights
c) Police and Social Media

Reference Books and Suggested Readings:
Charles D.Hale: Fundamentals of Police Administration, Boston, Helbrook Press, 1977.
D.H.Bayley: The Police and Political Development in India (Latest Edition).
K.M.Mathur: Internal Security Challengers and Police in a Developing Society, RBSA, Jaipur, 1989.
K.M.Mathur: Problems of Police in a Democratic Society, RBSA Publishers, Jaipur, 1987.
N.S.Saksena: Law and Order in India, Abhinav Publications.
O.W.Wilson and Roy Clinton McLaran: Police Administration (Latest Edition).
P.D.Sharma: Indian Police – A Development Approach (Latest Edition).
S.C.Mishra: Police Administration in India, 1970.
Shanker Sen: Indian Police Today, New Delhi, Ashish Publishing House, 1994.

Semester – IV

Course No.

Course Title: Measuring Governance (Open Elective Course)

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 4

Maximum Marks: 100

Course Objective(s)

The use of governance indicators, as applied to developing countries, has grown spectacularly in recent years. The governance indicators contribute to the growing empirical research of governance with advocacy tools for policy reform and monitoring. The indicators, and the underlying data behind them, are part of the current research and opinions that have reinforced the experiences and observations of reform-minded individuals in government, civil society, and the private sector. The main objective of this course is to present various methodologies of measuring governance and facilitate the students to have knowledge of the Human Development Indicators, Corruption perceptions Index with a comparative outlook of developing and developed countries.

Unit – I: Introduction
a) Measuring Governance: Concept
b) Measuring Governance: Need and Significance
c) Measuring Governance: Methodological Plurality

Unit - II: World Wide Governance Indicators (WGI)
a) Voice and Accountability
b) Political Stability and Absence of Violence
c) Government Effectiveness and Regulatory Quality
d) Rule of Law and Control of Corruption

Unit – III: Models of Measuring Governance
a) Procedural Measure
b) Capacity Measure
c) Output Measure
d) Autonomy Measure

Unit – IV: Measuring Governance Agencies
a) UNDP: Human Development Index
b) Transparency International: Corruption Perceptions Index
c) Innovations for Transparency and Accountability

Unit – V: Tools of Measurement
a) Cost Benefit Analysis & MBO
b) CPM
c) PERT
d) Operations Research

Reference Books and Selected Readings:

Ali Farazamand (2004), Sound Governance: Policy and Administrative Innovations, Praeger Publishers, West Port.

Bevir, Mark. 2013, The Sage Handbook of Governance, Sage Publications Ltd, London.

Francis Fukuyama (2013), What is Governance?, Working Paper 314, Center for Global Development, NW, Washington, DC.

Kathe Callahan (2007), Elements of Effective Governance: Measurement, Accountability and Participation, CRC Press, Taylor and Francis Group, Boca Raton.

Katherine Berscha and Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, *European Journal of Development Research* Vol. 26, pp.124–141

Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), "Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance." Policy Research Working Paper 3712. World Bank, Washington, D.C.

Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), Governance Matters VIII : Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington DC, World Bank.

Shantayanan Devarajan (2008), Two Comments on "Governance Indicators: Where Are We, Where Should We Be Going?" by Daniel Kaufmann and Aart Kraay, The World Bank Research Observer, vol. 23, No. 1 (Spring), pp. 31-36. www. worldbank.org/index

www.globalintegrity.org

Semester – IV

Course No.
Course Title: Corporate Governance (Open Elective Course)
Duration of Examination: 03 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Unit – I: Concepts of Corporate Governance
Introduction Corporate Governance: Meaning, Definition, Concepts and Characteristics,
Importance of Corporate Governance,
Code of Corporate Governance
Cadbury Report, Greenbury Report, Kumar Mangalam Birla Committee
Corporate Governance and Role of Board of Directors

Unit – II: Models and Theories of Corporate Governance
German Model,
Japanese Model,
Anglo-American Model,
Corporate Governance Theory: Agency Theory, Stewardship Theory, and Shareholder vs. Stake Holder Approach

Unit – III: Corporate Governance Regulation and Issues in India
Companies Act 2013: Key Features,
SEBI: Securities and Exchange Board of India,
Role of Confederation of Industries (CII), National Association of Software and Services Companies,
Corporate Misconduct Factors and Misgovernance, Audit Activities, and Whistle Blower's Protection

Unit – IV: Corporate Social Responsibility
Corporate Social Responsibility: Meaning, Definition, Evolution and Concept,
Corporate Social Responsibility and Corporate Sustainability: Triple Bottom Line Approach,
Aspects of Corporate Social Responsibility under the Companies Act 2013,
CSR Practices in India: Case Studies of Major CSR Activities

Reference Books and Suggested Readings:
A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.
Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann Publications Pvt Ltd, New Delhi.
Dr.S.S. Khanka – Business Ethics and Corporate Governance, S.Chand Publication.
Human Values By : Prof. A.N. Tripathi New Age International
Kloppers, H. & Kloppers, E. (2018) Identifying Commonalities in CSR Definitions: Some Perspectives. In Kiymet Tunka, C & Roshima, S. (Eds.) Sustainability and Social Responsibility of Accountability Reporting systems (pp. 229-243). Springer.
Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill. 2007)
Marco Mastrodascio, Corporate Governance Models: A Critical Assessment, Routledge. 2023
Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
OECD. Using the OECD Principles of Corporate Governance – A Boardroom Perspective. Paris: OECD, 2008. Available at http://www.oecd.org/dataoecd/20/60/40823806.pdf
Porter and Kramer (2006). Strategy and Society. The link between competitive advantage and corporate social responsibility. Harvard Business Review
Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
S.Sanakaran – International Business & Environment. Margham Publication, Chennai.
Sundar.K, Business Ethics and Value. Vijay Nichole Prints. Chennai.
Taxmann - Corporate Governance, Indian Institute of Corporate Affairs.
The Companies Act, 2013
The Management and Ethics Omnibus- Chakraborty, OUP 11. Values and Ethics for Organizations, Chakraborty, OUP/OIP
The Oxford Handbook of Corporate Social Responsibility / edited by Andrew. Oxford: Oxford University Press, 2008.
Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
Velga, A. (2020) Business Ethics and Corporate Social Responsibility. EKA University of Applied Science, p. 63-85
Wisdom Leadership By : Prof. S.K. Chakraborthy Wheeler Publication.

Semester – IV

Course No.
Course Title: Social Justice and Affirmative Action (OEC)
Duration of Examination: 03 Hrs

Contact Hrs/Week: 4 Hrs
Credit: 4
Maximum Marks: 100

Course Objective(s):

This interdisciplinary course explores the importance of social justice and affirmative action policies in India and USA. This course provides details about the ideas of social justice and affirmative action policies in two important countries – India and USA. Similarly, this course lays emphasis on implementation of such policies through specific constitutional mechanism in both countries like India and USA.

Course Learning Outcomes:

1. To introduce student about the theories of social justice and affirmative action policies.
2. To understand the essence of social justice policies and affirmative action policies in India and USA.
3. To evaluate the constitutional mechanism to attain the social justice in India.
4. To measure the impact of policies related to social justice in India and affirmative actions in USA.

Unit – I: Theoretical Perspective
Meaning, Nature and Scope
Social Justice and Affirmative Actions: Conceptual Analysis
Importance of Social Justice and Affirmative Actions

Unit – II: Theories of Social Justice
Theories of Justice: Classical and Modern
John Rawls's Theory of Justice
Dr. B. R. Ambedkar's view on Social Justice

Unit- III: Affirmative Actions: An American Perspective
American Perspective
Civil Rights Act of 1964
Affirmative Actions and Social Policies in USA

Unit – IV: Social Justice in Indian Context
Indian Constitution on Social Justice
Constitutional Machineries for Social Justice
Social Justice Policies in Contemporary India

Unit- V: Evaluation of Social Justice in India and Affirmative Actions in USA
Socio-economic and Educational Status of Marginalised Sections in India
Upliftment of Afro-Americans in USA

References and Suggested Reading:

Adams. M. (2014). Social justice and education 1. In *Routledge international handbook of social justice* (pp. 249-268). Routledge.

Ambedkar, B. R. (1990). Dr. Babasaheb Ambedkar: Writings and Speeches, Vol. 1-10. *Government of Maharashtra. Bombav*, 243.

Rao. Y. C. (2022). The Idea of Subalternity and Dalit Exclusion in India. In *Mapping Identity-Induced Marginalisation in India: Inclusion and Access in the Land of Unequal Opportunities* (pp. 87-103). Singapore: Springer Nature Singapore.

Sharma. A. (2005). *Reservation and affirmative action: Models of social integration in India and the United States.* SAGE Publications India.

Thorat. S. (2009). *Dalits in India: Search for a common destiny.* SAGE Publications Ltd.

Weisskopf. T. E. (2004). *Affirmative action in the United States and India: A comparative perspective* (Vol. 56). Routledge.

Item no. 12.5

The BoS considered and recommended the re-registration of Mr. Ratnesh Singh (Research Scholar, Integrated MPhil-PhD Batch 2014) w.e.f. 30th August 2021 (as approved by DRC vide No. CUJ/PPPA/2023/258 dated 27.09.2023).

S.N.	Name of the Candidate	Enrolment No.	PhD Title	Supervisor
1.	Mr. Ratnesh Singh	0211014	Juvenile Delinquency and Correctional Institutions: A Study of State of Madhya Pradesh	Dr. Rouchi Chaudhary

Item no. 12.6

Considered and recommended the PhD Titles and Synopses of Research Scholars (PhD Batch-2020).

S.N.	Name of the Candidate	Enrolment No.	PhD Title	Research Supervisors
1.	Anu Bagul	0251020	Impact of Citizen Centric SMART Governance Initiatives: An Assessment of Delivery of Digital Services in Jammu and Kashmir (UT)	Dr. Rouchi Chaudhary
2.	Siddharth Mahajan	0351020	Impact of Information Technology (IT) Based SMART Policing Initiatives: A Study of Jammu and Kashmir Police	Dr. Rouchi Chaudhary
3.	Shivendra Shandilya	0551020	Impact of Pradhan Mantri Khanij Kshetra Kalyan Yojana (PMKKKY) on Sustainable Livelihood and Development of Tribal Areas: A Study of the Santhal Pargana Region of Jharkhand State	Dr. Rouchi Chaudhary
4.	Rahul Kumar	0651020	Disaster Governance and Capacity Building: A Comparative Study of the States of Himachal Pradesh and Uttarakhand	Dr. Mohit Sharma

Item no. 12.7

Considered and recommended the PhD Title of Mr. Shailender Slathia (Research Scholar, PhD Batch-2020).

S.N.	Name of the Candidate	Enrolment No.	PhD Title
1.	Mr. Shailender Slathia	0151020	Access to Justice through E-Courts: A Study of Select Districts of Jammu and Kashmir

Item No. 12.8

The BoS considered and approved the allotment of Research Supervisor for Ms. Durdana Samoon (Research Scholar, PhD Batch-2020).

S.N	Name of the Candidate	Enrolment No.	Research Supervisor
1.	Ms. Durdana Samoon	0451020	Prof. Santap Sanhari Mishra

Item No. 12.9

The BoS considered and recommended the PhD Titles and Synopses of Research Scholars (PhD Batch-2021).

S.N.	Name of the Candidate	Enrolment No.	PhD Title	Research Supervisors
1.	Shubham Sharma	0251021	Disaster Governance and Community Resilience: A Study of Landslides in Chenab Valley of Jammu Division	Dr. Mohit Sharma
2.	Sindu Bharti	0351021	Disaster Risk Reduction and Role of Women: An Empirical Study of Jammu Division	Dr. Mohit Sharma