



ROYAL SCHOOL OF HUMANITIES& SOCIAL SCIENCES
(RSHSS)

COURSE STRUCTURE

M.A.–Public Administration

Public Administration

Course Structure

| 1stsemester | | | | | | | | |
|---------------|-------------|-------------------------------------|----------------------------|---|---|----------------------------|----------------------------|--|
| Sl. No. | Course Code | Names of subjects | L | T | P | C | TCP | |
| Core Subjects | | | | | | | | |
| 1 | PBA184C101 | Administrative Theory | 3 | 1 | 0 | 4 | 4 | |
| 2 | PBA184C102 | Organizational Behaviour | 3 | 1 | 0 | 4 | 4 | |
| 3 | PBA184C103 | Financial Administration in India | 3 | 1 | 0 | 4 | 4 | |
| 4 | PBA184C104 | Indian Administration | 3 | 1 | 0 | 4 | 4 | |
| 5 | PBA184C 105 | Corporate Governance | 3 | 1 | 0 | 4 | 4 | |
| 6 | PBA184C106 | Swayam Mooc | | | | | | |
| | | Total | 20+ credits of swayam Mooc | | | | | |
| 2ndsemester | | | | | | | | |
| Sl. No. | Course Code | Names of subjects | L | T | P | C | TCP | |
| Core Subjects | | | | | | | | |
| 1 | PBA184C201 | Industrial Relations and Labour Law | 3 | 1 | 0 | 4 | 4 | |
| 2 | PBA184C202 | Public Economics | 3 | 1 | 0 | 4 | 4 | |
| 3 | PBA184C203 | Comparative Public Administration | 3 | 1 | 0 | 4 | 4 | |
| 4 | PBA184C204 | Research Methodology and Statistics | 3 | 1 | 0 | 4 | 4 | |
| 5 | PBA184D205 | Project Management | 3 | 1 | 0 | 4 | 4 | |
| 6 | | Swayam Mooc | | | | | | |
| | | | | | | | | |
| | | Summer Internship | 0 | 0 | 0 | 0 | 0 | |
| | | Total | | | 0 | 20+ credits of swayam Mooc | 20+ credits of swayam Mooc | |

| 3rdsemester | | | | | | | |
|---------------|-------------|--------------------------------------------------------------|---|---|---|---|-----|
| S.No. | Course Code | Names of subjects | L | T | P | C | TCP |
| Core Subjects | | | | | | | |
| 1 | PBA184C301 | Organizational Development and Improvement | 3 | 1 | 0 | 4 | 4 |
| 2 | PBA184C302 | Public Personnel Administration & Human Resource Management. | 3 | 1 | 0 | 4 | 4 |
| 3 | PBA184C303 | Public Policy & Analysis | 3 | 1 | 0 | 4 | 4 |
| 4 | PBA184C321 | Summer Project Report | 0 | 0 | 0 | 0 | 4 |

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|-------------------------------|--------------------|--------------------------------------------|----------|----------|----------|-----------|------------|
| 5 | PBA184C304 | Ethics in Public Administration | 3 | 1 | 0 | 4 | 4 |
| 6 | PBA184C305 | International Organizations | 3 | 1 | 0 | 4 | 4 |
| | | Total | | | 4 | 20 | 24 |
| 4thsemester | | | | | | | |
| Sl.No. | Course Code | Names of subjects | L | T | P | C | TCP |
| Core Subjects | | | | | | | |
| 1 | PBA184C401 | E-Governance and Administrative Reforms | 3 | 1 | 0 | 4 | 4 |
| 2 | PBA184C402 | Economic Administration and Indian Economy | 3 | 1 | 0 | 4 | 4 |
| 3 | PBA184C403 | Public Enterprise Management | 3 | 1 | 0 | 4 | 4 |
| 4 | PBA184C404 | Social Policy and welfare Management | 3 | 1 | 0 | 4 | 4 |
| 5 | PBA184C405 | International Relations | 3 | 1 | 0 | 4 | 4 |
| | | Total | | | 0 | 20 | 20 |

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|---------------------------|-----------------------------------|--|--|--|--|--|--|
| Summary of Credits | | | | | | | |
| Sem-I | 20+ credits of swayam Mooc | | | | | | |
| Sem-II | 20+ credits of swayam Mooc | | | | | | |
| Sem-III | 24 | | | | | | |
| Sem-IV | 20 | | | | | | |
| TOTAL | 84+ credits of swayam Mooc | | | | | | |

Preamble

The Learning Outcome based Curriculum Framework(LOCF) is designed to emphasize the teaching-learning process at the postgraduate(M.A) level in Public Administration to sensitize and train the students to develop a sound and systematic approach regarding theory and processes of natural and human activities. The focus is to help the students to understand the latest tools and techniques, which would help in giving focused and precise understanding of public administration and policy. The purpose is to enhance the capability of the students in perceiving, creating and analyzing sound bases and concepts of the subject.

This LOCF is designed to emphasize the teaching and learning process at the postgraduate M.A from teacher centric to student centric by strengthening the quality of teaching and learning in the present day real life scenario of global, regional and local level. It is considered learning as an activity of creativity and understanding. The main objective of this course is to introduce critical thinking on various theories and concepts of the Public Administration and its related subjects. The aim is to prepare students for the comprehensive understanding as well as practical application of various concepts of the Public administration.

Introduction

The M.A. Public Administration Programme was introduced in Royal Global University in 2018 and is the first and only regular Postgraduate programme of its kind to be located in Assam.

M.A. Public Administration or Master of Arts in Public Administration is a postgraduate Public Administration course. Public Administration is a comprehensive and thorough study of Public Administration as a discipline at an advanced level. M.A. (Public Administration) degree course covers the study of various theories of Administration, Public Organisations, Financial Administration, Public Services and the Constitutional Framework. In other words, M.A. in (Public Administration) degree course is a study involving the study of a system through which the government carries out its business of ruling and controlling effectively. The course duration is two years with four-semester syllabus.

The curriculum for M.A. Public Administration consists of core courses and electives. While core courses deal with the basic concepts related to Public Administration, electives are more about specialization in a particular field. Students also have to submit a project report at the end of the fourth semester. M.A. (Public Administration) degree course teaches and trains the students in democratic values such as equality, justice, security and order. It also prepares such human resources (called public administrators) who can critically analyse and review public policies of the government. The students are also taught to take the responsibility of determining the policies and programmes of the government.

The discipline of Public Administration studies government-in-action and has acquired salience and popularity among students, particularly those aspiring to make a career in the rapidly changing political economy of India today. The Indian Civil services are an alternative area of career planning for the students of Public Administration besides the ever expanding private sector in post globalized India. The 20 papers of the Programme familiarize the student with the complexities of state and bureaucratic functioning as well as policymaking and implementation with particular reference to India. The student learns about the concepts and theories of management and their application which is extremely relevant to the working of both public and private sector organizations. A Master's Programme in Public Administration additionally equips the student with a knowledge of the Indian constitution, the political system, institutions and their functioning besides giving an idea of how a government works at the central, state and local levels.

Papers in Personnel and Financial administration are also introduced. A working knowledge of Administrative Law and Public Enterprise Management form a part of the programme. The M. A. Programme has been repeatedly updated on account of disciplinary shifts, changing administrative realities and market exigencies. Accordingly many new topics of study have been added to enhance the skill set of the student ensuring newer inputs for academic engagement and research, besides added avenues of employment.

The courses in the Programme have been structured in a manner that they introduce the student to the canvas of subjects that comprise the umbrella discipline of Public Administration which has both theoretical and applied aspects. Beginning with a focus on concepts and theories which form the core courses, other courses are introduced to see how these concepts have been translated in to Indian administrative practice.

Apart from the end semester exams that the University conducts on a biannual basis the internal assessment plan enables the teacher to understand and evaluate a student's thinking, writing and articulation skills. The assessment methods are:

- ☐ Assignment and Class Tests
- ☐ Class Presentations/Discussions
- ☐ Internship
- ☐ Major Project Report and Viva.

There is a Project Report and Viva-Voce (8credits) which tests the student's understanding of research tools for conducting survey research, in any case study that they might wish to present in their Project work.

Given this diverse basket of courses and skill sets that a student is expected to master in this M. A. Programme, the learning out comes enable them to seek gainful employment and engagement in diverse sectors of the economy such as teaching and research, civil services, journalism, law or executive work in private sector organizations.

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5. Assessment Methods

| | Component of Evaluation | Marks | Frequency | Code | Weight age (%) |
|----------|---------------------------------|------------------------------------------------------------|-----------|------|----------------|
| A | Continuous Evaluation | | | | |
| I | Analysis/Class test | Combination of any three from (i) to (v) with 5 marks each | 1-3 | C | 45% |
| Ii | Home Assignment | | 1-3 | H | |
| iii | Project | | 1 | P | |
| Iv | Seminar | | 1-2 | S | |
| V | Viva-Voce/Presentation | | 1-2 | V | |
| vi | MSE | MSE shall be of 10 marks | 1-3 | Q/CT | |
| vii | Attendance | Attendance shall be of 5 marks | 100% | A | 5% |
| B | Semester End Examination | | 1 | SEE | 50% |
| | Project | | | | 100% |

Title of the Paper: Administrative Theory

| SEMESTER 1 | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Administrative Theory Type of Course: Major Subject Code: PBA184C101 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

Course Objectives:

To help the students to analyze the behaviouralism, organizational humanism, market theories of administration and the latest trends with emphasis on individual thinker. The course will also increase student's ability to comprehend the basic tenets and developments of administrative theory.

Course Outcomes:

| On successful completion of the course the students will be able to: | | |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------------------|
| CO | Course Outcome | Blooms Taxonomy Level |
| CO 1 | Relate about the current administrative system of our country. | BT 1 |
| CO 2 | Compare the various schools of administrative thought and theories. | BT 2 |
| CO 3 | Apply the decision making process, leadership style in the organization | BT 3 |
| CO 4 | Analyse the Growth and Trends in Public Administration | BT 4 |

Course Outline

Unit I: Introduction

Periods:14

1. Meaning, Nature, Scope and Significance of Public Administration, Public and Private Administration.
2. Bureaucracy: Meaning, Types and Weberian model of Bureaucracy
3. Evolution of the Discipline of Public Administration: Its Growth and Development as an Academic Discipline.
4. Public Administration in Developed and Developing Countries.

Unit II : Theories and Approaches to the Study of Public Administration :Periods:10

1. Administrative Thought: Concept and Evolution.
2. **Early School of Management Thought:** The Scientific Management School, The Classical Theory of Management/ Administrative Management Theory.
3. **Early School of Administrative Thought:** Human Relations Theory: Elton Mayo, Rational Decision Making Theory: Herbert Simon, Ecological Approach: Fred Riggs.

Unit III: Structure of Organisation**Periods: 8**

1. Chief Executive–Role and Functions: Line and Staff Agencies.
2. Forms and Bases of Organisation, Departments, Corporations, Companies, Boards and Commissions.

Unit IV: Contemporary Developments**Periods:8**

1. **New Public Administration**-The Minnowbrook Perspective and Public Administration in a Time of Turbulence
2. Non-Weberian perspectives, Value Questions.
3. **Indian School of thought:** Indian Contribution: Kautilya and Gandhi. Indian Administration in the Era of Mughal and British Period.

TotalPeriods:40

Keywords: Public Administration, Discipline, Developments, Organisations

Text Books

1. Arora,R.K.(Ed.).(1979).PerspectivesinAdministrativeTheory.NewDelhi: Associated. Awasthi and Maheshwari (2017). Lok Prashasan. Agra: Lakshmi Narain AgarwalEducationalPublishers.
2. Awasthi and Maheshwari (2017). Public Administration. Agra: Lakshmi Narain Agarwal Educational Publishers.

References:

1. Chakrabarty Bidyutand and Bhattacharya Mohit (ed), (2003), Public Administration: A Reader, Oxford University Press, New Delhi.
2. Bhattacharya, Mohit, (1999), Restructuring Public Administration: Essays in Rehabilitation, Jawahar Publishers& Distributors, NewDelhi

| SEMESTER 1 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: Organisational Behaviour Type of Course: Major Subject Code: PBA184C102 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

Course Objectives:

To impart a theoretical understanding of the nature of individual and group behavior within organizations, such that one possesses mastery of this knowledge, to increase one's ability to draw conclusions and develop inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations

Course Outcomes:

| CO | Course Outcome | Blooms Taxonomy Level |
|------|---------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Relate about the historical roots of OB, interdisciplinary focus, approaches to OB | BT 1 |
| CO 2 | Compare Group and Interpersonal behavior –group dynamics -why groups form, types, group norms, cohesiveness, | BT 2 |
| CO 3 | Apply Organizational change-cause for change, why change resisted-managing change. | BT 3 |
| CO 4 | Analyse Organization culture-how is culture created and sustained | BT 4 |

Course outline:

Unit1: Introduction

Periods: 8

1. Nature of organizations, why organizations exist, organizational effectiveness, nature or organizational behavior, (OB),
2. Foundations of OB, importance and short comings of OB, historical roots of OB, interdisciplinary focus, approaches to OB

Unit2: Foundation of Behaviour

Periods:14

1. Foundations of individual behavior, personal factor, environmental factor, psychological factors.
2. Personality-Structure, determinants, personality traits and OB, transactional analysis, Johari window
3. Perception-Perceptual process, attribution, errors in perception
4. Learning-how learning occurs, principles of learning. Attitudes-formation, factor, changing attitudes
5. Motivation-challenges, importance, theories of motivation. Work Stress-stress model, cause, consequences, and coping strategies. Emotional Intelligence and Emotional Quotient.

Unit 3: Interpersonal Behaviour

Periods:8

1. Group and Interpersonal behavior –group dynamics -why groups form, types, group norms, cohesiveness, decision making/styles, special types of groups, types of teams,

2. Power and political behaviour- sources of power, forces creating political behaviour, forces creating political behaviour.
3. Leadership-styles, contemporary developments.

Unit 4:Organizational Design, Change and Culture

Periods:10

1. Organizational design-types and their behavioral implications.
2. Organizational change-cause for change, why change resisted-managing change.
3. Organization culture-how is culture created and sustained.
4. OB-Emerging challenges, managing diversity, globalization, technology transformation, promoting ethical behavior

Periods:40

Keywords: *Organizational behavior, perception, leadership, organizational culture*

Text Books

Buchanan, David A.(Ed.)(2016).Organizational Behaviour (9thedition).U.K.:

Boffin Cooper, Cary L.(Ed.)(2000).Industrial and Organizational Psychology : Linking Theory with Practice. USA:
John Wiley and Sons

Luthans, Fred.(2010). Organizational Behavior. New York: McGraw-Hill Education

References:

- Robbins SP, Judge TA., Vohra N(2012) Organizational Behaviour,,14thEdition, Pearson Education Inc, New Delhi.
- Bhattacharjee, D K,(2009)Organizational Behaviour, 5thEdition, Oxford university press, New Delhi

| SEMESTER 1 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: Financial Administration in India Type of Course: Major Subject Code: PBA184C102 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

- Course Objectives:
- The course on Financial Administration in India will teach the students about the concept, nature and scope of the Financial Administration in India. The course will also provide insight on various concepts and institutions on Financial Administration like budgeting, accounting and audit system.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Define Public budgeting, Public financial institutions and financial resource mobilization strategies in the Indian context | BT 1 |
| CO 2 | Compare and contrast various aspects of Public Financial Administration in general and in the Indian context in particular | BT 2 |
| CO 3 | Identify the system and dynamics of Indian fiscalfederalism | BT 3 |
| CO 4 | Analyse the role of Comptroller and Auditor General in a public financial administration. | BT 4 |

Course Outline

Unit1:

Periods:14

1. **Financial Administration:**Meaning ,Scope, Significance of Financial Administration, Agencies involved in Financial Administration
2. **Budget:** Concept, Types and Forms, Principles of Budget Making.
3. **Budgetary Process:** Formulation, Enactment and Execution, Zero Based Budgeting, Performance Budgeting, Gender Budgeting, Budgetary Process in India, Budget as apolitical instrument

Unit 2:

Periods:8

Fiscal Federalism

Issues and Objectives of the Fiscal Policy, Tax Administration at Union Level, Centre-State Financial Relations

Unit 3:

Periods:14

1. **Parliamentary Financial Control Agencies:** Public Accounts Committees, Estimates Committees, Parliamentary Standing Committees.
2. **Finance Ministry:** Monetary and Fiscal Policies; Role of Finance Ministry; RBI, Parliamentary control over public expenditure, Resource Mobilization and Division of Resources, Tax Reforms

Unit 4:

Periods:10

1. **Accounting and Audit System:** Concept, Types, Emerging Trends in Accounting System, Role of C.A.G. of India
2. **Financial Accountability;** Audits and Accounts; Social Audit, Gender Auditing

TotalPeriods:40

Keywords: *Financial Administration, accounting, auditing, fiscal federalism*

Text Books

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

2. Chand,P.(2010).Performance Budgeting (2nd edition).New Delhi: Allied Publishers.
3. Goel, S.L.(2002).Public Financial Administration. New Delhi: Deep and Deep Publications

References:

1. A. Sarapa (2004)Public Finance in India, ,Kanishka Publishers Distributors, NewDelhi.
2. M J K Thavaraj :,(1996) Financial Administration in India, ,Delhi, Sultan Chand & Sons.
3. Ruddar Dutt & K.P. Sundharam,(1997) Indian Economy, S. Chand & Co.Pvt.Ltd.,New Delhi
4. R.N.Srivastave,(1982)Management of Financial Institutions, 1982, Bombay, Himalaya Publishing House
5. S.L.Goel, (2004) Public Financial Administration, 2004, Deep &Deep Publications, New Delhi.

| SEMESTER 1 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: Indian Administration Type of Course: Major Subject Code: PBA184C104 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

- Course Objectives:

This paper attempts to familiarize the student of Public Administration with the basic philosophy and features of the Indian Constitution, particularly those serving as the basis of the administrative set up in India.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Recall about the evolution and growth of Indian administration, Familiarity with the constitutional framework on which Indian administration is based | BT 1 |
| CO 2 | Explain the in-built control mechanisms over constitutional bodies in particular and administration in General | BT 2 |
| CO 3 | Apply the constitutional provisions and dynamics of union - state relationships | BT 3 |
| CO 4 | Analyse the institutions and mechanism in force for citizen-state interface | BT 4 |

CourseOutline

UNITI

Period-10

Philosophy and Features of the Indian Constitution Union Executive : President, Prime Minister and Council of Ministers
 Union Legislature-Lok Sabha and Rajya Sabha:Composition and Functions

UNITII

Period-10

State Executive: Governor, Chief Minister, Council of Ministers State Legislature: Legislative Assembly, Legislative Council Centre-State Relations: Legislative and Administrative

UNIT III

Period-10

Central Secretariat: Structure, Functions and Role Cabinet Secretariat: Significance, Functions and Role; Prime Minister Office, Election Commission: Structure, Functions and Role; Electoral Reforms Judiciary: Supreme Court; High Court; Judicial Review; Judicial Reforms

UNIT IV

Period-10

Relationship between Political and Permanent Executive, Generalist and Specialist in Administration, Indian Administration: Problems and Challenges

Total Period-40

Keywords: Union Executive, Council of Ministers, Central Secretariat, Election Commission, Judicial Review

Text Books:

1. Arora, R. K. and Goyal, R.(1997). Indian Public Administration. New Delhi: Vishwa Parkashan.
2. Austin, G.(2009). Indian Constitution. Oxford: Clarendon.
3. Avasthi and Avasthi.(2001). Indian Administration. Agra: Luxmi Narain Aggarwal

Reference Books:

1. Sharma, M.P. and Sadana, B.L.(2010).Public Administration in Theory and Practice. New Delhi: Kitab Mahal.
2. Singh, H. (ed.). (2008).Indian Administration. Jaipur: Aalekh Publishers.
3. Singh, M and Singh,H.(1989).Public Administration in India. New Delhi: Sterling Publishers

| SEMESTER 1 | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Corporate Governance Type of Course: Major Subject Code: PBA184C105 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

- **Course Objectives:**

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

| CO | Course Outcome | Blooms Taxonomy Level |
|----|----------------|-----------------------|

| | | |
|-------------|------------------------------------------------------------------------------|-------------|
| CO 1 | Relate about the Concept, Rationale of corporate governance in India. | BT 1 |
| CO 2 | Compare the various Structure and Forms of Organisations | BT 2 |
| CO 3 | Apply the theories of Corporate Governance | BT 3 |
| CO 4 | Analyse the future trends of Corporate Governance in India | BT 4 |

Course Outline

UNIT I

Period-10

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

UNIT II

Period-10

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

UNIT III

Period-10

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

UNIT IV

Period-10

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

Total Period-40

Keywords: Stakeholders Theory, Public Private Partnerships, Corporate Social Responsibility, Privileges of Share Holders

Text Books

1. Bansal, C.L. (2005). Corporate Governance– Law Practice & Procedures with Case Studies. New Delhi: Taxman Allied Services Pvt. Ltd.
2. Bhatia, S.K. (2004). Business Ethics and Corporate Governance. New Delhi: Deep and Deep Publication Pvt. Ltd.

Reference Books

1. Fernando, A.C. (2009). Corporate Governance—Principles, Policies & Practices (3rd ed.). India: Dorling Kindersley Pvt. Ltd.
2. Kumar, S. (2002). Corporate Governance—A Question of Ethics. New Delhi: Galgotia Publishing Company.
3. Mathur, U.C. (2005). Corporate Governance and Business Ethics. New Delhi: Macmillan India Ltd.

| SEMESTER II |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: Industrial Relations and Labour Laws Type of Course: Major Subject Code: PBA184C201 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

● Course Objectives:

To give inputs to the students on the relevant aspects of social legislation from different perspectives, which will go along way in guiding them when they take over as managers. To familiarize the students with the understanding of industrial and labour related social security laws. To teach the student their application in the organization to maintain employee relations.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Relate about the Industrial Relations, Actors in IR. | BT 1 |
| CO 2 | Compare the various Social Security Laws. | BT 2 |
| CO 3 | Apply Legislations for maintenance of Industrial Relations. | BT 3 |
| CO 4 | Analyse the Problems faced by trade unions in India, Measures to Overcome the Problems, Status of Industrial Relations in India | BT 4 |

Course Outline:

Unit1: Introduction to Industrial Relations:

Periods:8

1. Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining,
2. Definition of Trade Unions, Problems faced by trade unions in India, Measures to Overcome the Problems, Status of Industrial Relations in India

Unit2: Social Security Laws

Periods:14

1. *Employees State Insurance Act, 1948*: Objectives and applicability of the scheme; Definitions

2. *Payment of Gratuity Act, 1972*: Applicability and non-applicability of the Act; Definitions.
3. *Employee's Compensation Act, 1923*: Definitions, scope, applicability
4. *The Employees Provident Fund & Miscellaneous Provisions Act, 1952*: Definitions; Schemes under the act.
5. *Employee's Compensation Act, 1923*: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of

Unit3: Legislations for maintenance of Industrial Relations:

Periods:8

1. *Factories Act, 1948* : Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure
2. *Industrial Disputes act 1947*-dispute settlement machineries,
3. *Trade Unions Act 1926*-aim, scope, registration of a Trade union
4. *Payment of Bonus act 1965*-Minimum and Maximum Bonus, Set-off and Set-on.
5. *Minimum Wages Act 1948*-Scope and Application.

Unit4: Social Legislations for Indian Managers:

1. *Child Labour Prohibition and Regulation Act, 1986*-Meaning, Socio-Legal analysis, Judicial Approach, National Norms;
2. *Sexual Harassment at Workplace*-Meaning and definition, Legal Analysis, National Norms Gender Justice- Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.)

Periods:10

Total Periods:40

Keywords: *Labour Laws, legislations, Industrial Relations, employments*

Text Books

1. Srivastava S.C. (2012) , Industrial Relations and Labour Laws, 6th Edition, Vikas Publishing House
2. Singh, Avtaar and kaur, Harpreet (2008) Introduction to Labour and Industrial Law, **Lexis Nexis India**

References:

1. Padhi (2012) Labour and Industrial Laws, Padhi, 2nd Edition, PHI Learning Private Limited, New Delhi
2. Monappa A, Nambudiri R, Selvaraj P (2013) "Industrial Relations and Labour Laws", 2nd Edition, McGraw Hill Education India Pvt. Ltd, New Delhi
3. Sinha, Sinha and Shekhar, (2013) "Industrial Relations Trade Unions and Labour Legislations", 2nd Edition, 2013, Pearson, New Delhi.

| SEMESTER II | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Public Economics Type of Course: Major Subject Code: PBA184C202 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

- Course Objectives:

The Objectives of this paper is to acquaint the student with the concept of Public Finance, Role of Government in the economy and scope of fiscal action. Optimal budgeting. Theory of public expenditure on social goods. Effects of public expenditure on production and distribution.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Relate about role of Government in the economy and scope of fiscal action. | BT 1 |
| CO 2 | Compare Effects of public expenditure on production and distribution. Private and social goods. | BT 2 |
| CO 3 | Apply Canons of Taxation. Justice in Taxation, equi-absolute, equi- proportional | BT 3 |
| CO 4 | Analyse Effects of commodity taxation on production via relative price and resource allocation, Effects of direct taxation on production in taxes, Overall progressiveness of the whole tax system | BT 4 |

Unit I

Periods8

Nature and scope of Public Finance, Role of Government in the economy and scope of fiscal action. Optimal budgeting. Theory of public expenditure on social goods. Effects of public expenditure on production and distribution. Private and social goods.

Unit II

Periods8

Public Revenue: Taxation: Canons of Taxation. Justice in Taxation, equi-absolute, equi- proportional classifications of Government budget. Major trends in public expenditure in India(Growth and composition).

Unit III

Periods12

Taxation-The incidence of taxation under Monopoly and perfect Competition, Effects of commodity taxation on production via relative price and resource allocation, Effects of direct taxation on production in taxes, Overall progressiveness of the whole tax system, Salient features of the Indian Tax System, major taxes, main trends in the revenues of the Central and State Governments in India, Major changes in the tax structure if a developing economy with special reference to India, Non-tax revenues, Profits from Public Enterprises.

Unit IV

Periods12

Public Debt and Federal Finance-Theory of public debt, Economic effects of large public debt, Loans and savings as source of finance for development , Internal and external public debt of India, Theory of Federal finance, Financial relations between the Central and State Governments in India, Major criteria for allocation of Central transfers in the Reports of

the finance Commission, N.D.C. formula for plan Allocation, Main recommendations of latest Finance Commission. Fiscal policy for developing economies: Arguments and prospects for resource mobilization by direct and indirect taxation, Borrowing as means of financing, Recent fiscal policy of India

Total **Periods**40

Keywords: Public Debt, Federal Finance, Taxation, Public Revenue

Text Books

- Musgrave, R.A. & P.Musgrave: Public Finance in Theory & Practice.
- Gandhi, V.P. Some Aspects of India's Tax Structure, Vore & Co., Mumbai
- Bhargave, R.N. Indian Public Finance.
- Prem Prakash Sharma: Principle of Public Finance, Hindi Granth-Academy, Jaipur

Reference Books

- Ganguly, S. :Public Finance.
- Tilak Narain Hajela: Principle of Public Finance
- Bhatia H.L.:Public Finance.(Hindi&English)
- Houghton, R.W.: Public Finance

| SEMESTER II | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Comparative Public Administration Type of Course: Major Subject Code: PBA184C203 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

- Course Objectives:

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

| CO | Course Outcome | Blooms Taxonomy Level |
|------|----------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Define approaches, indices, and models of comparative Public Administration | BT 1 |
| CO 2 | Compare and contrast administrative systems and their accountability mechanisms of UK, USA and France. | BT 2 |
| CO 3 | Identify the Machinery for Redressal of Citizens Grievances in UK, USA, PRC and India. | BT 3 |

| | | |
|-------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|
| CO 4 | Analyse the Comparative Analysis of Role of Bureaucracy, Political Parties, Pressure Groups in UK, USA, PRC and India. | BT 4 |
|-------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|

Course Outline

Unit1:Comparative Public Administration

Periods:10

1. Concept, Nature, Scope, Evolution and Significance.
2. Development Administration: Concept, Nature, Scope, Evolution and Significance.
3. Characteristics of Administration in Developed and Developing Countries.

Unit2:Theories and Approaches to the study of Comparative Public Administration Periods: 10

1. Riggs Model,(b)Montgomery and(c) Ferrel Heady
2. Bureaucracy and Development Administration-
3. Role of Bureaucracy in Plan Formulation and its Implementation

Unit3:Comparative Analysis of Administrative Systems:

Periods:10

1. Salient Features of Administrative Systems of UK, USA, PRC and India.
2. Comparative Study of Political Executives of UK, USA, PRC and India,
3. Control Mechanisms over Administration in UK, USA, PRC and India.

Unit4:Citizen and Administration

Periods:10

1. Comparative Analysis of Role of Bureaucracy, Political Parties, Pressure Groups in UK, USA, PRC and India.
2. **Citizen and Administration:** Machinery for Redressal of Citizens Grievances in UK, USA, PRC and India.
3. **People's Participation in Development:** UK, USA, PRC and India

TotalPeriods:40 Keywords:

Comparative administration, People's participation, Role of Bureaucracy

Text Books

- N. Lewis and P. Birkeshaw,(1999)When Citizens Complain: Reforming Justice and Administration, Buckingham, Open University Press.
- T.N. Chaturvedi,(1999) Comparative Public Administration, Jaipur, Research Publications.
- V.N. Vishwanathan,(1997)Comparative Public Administration, New Delhi, Sterling Publishers Pvt. Ltd.,

References:

- Arvind K.Sharma &Indu Sharma,(2002) Inducing Client Focus in Bureaucracy: The Citizen Charter in India,, IIPA, New Delhi
- B. Stone (1995) Administrative Accountability in the Westminster Democracies: Towards a new conceptual framework, Governance,8(4),Oct.

| SEMESTER II |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: Research Methodology and Statistics Type of Course: Major Subject Code: PBA184C204 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

- Course Objectives:

The Objectives of this paper is to equip students in structuring research design, formulating research questions/hypotheses, tools to collect data and analyze it with the help of suitable statistical techniques.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Define research problem, steps of research and application of research methods in Public Administration. | BT 1 |
| CO 2 | Compare and contrast observation method, Questionnaire, Interview; Case Study method; Secondary data analysis | BT 2 |
| CO 3 | Identify the Current trends in research | BT 3 |
| CO 4 | Analyse the application of various types of research designs in Public Administration | BT 4 |

UNIT I

Period-10

Meaning and Objectives of Research; Steps in Research Types of Research: Fundamental; Applied; Evaluative Concepts and Theory; Variables and Unit of Analysis Hypotheses: Definition; Features and Types; Testing Procedures

UNIT II

Period-10

Research Design: Definition; Contents; Types Sampling: Concept and Types Methods of Data Collection: Documents, Observation, Interview and Questionnaire Data Processing: Editing, Coding and Tabulation

UNIT III

Period-10

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

UNIT IV

Period-10

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

TotalPeriod-40

Keywords: Research Design, Hypothesis, data collection, Regression Analysis

Text Books

1. Ahuja , Ram (2003).Research Methods. Jaipur: Rawat
2. Goode,W.J.&Hatt,P.K.(2006).Methods in Social Research. New Delhi: McGraw Hill Series.

Reference books

1. Young, P.V.(2007). Scientific Social Research and Surveys. India: Asia Publishing House
2. Bowley,A.L.(1937).Elements of Statistics. New York: Staples Press Inc.
3. Johnston, Erik, W.(Ed.). (2015). Governance in the Information Era: Theory and Practice of Policy Informatics). New York: Routledge.
4. Miller, D.C.& Salkind,N.J.(1981).Handbook of Research Design and Social

| SEMESTER II | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Project Management Type of Course: Major Subject Code: PBA184C205 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

● Course Objectives:

The Objectives of this paper is to impart a deep understanding of all the stages of project management and the techniques supporting project management.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Relate about the Planning including Prerequisites for Successful Project Implementation and Control Project Planning | BT 1 |
| CO 2 | Compare the Market and Demand Analysis; Technical Analysis; Financial Analysis | BT 2 |
| CO 3 | Apply Project Risk Analysis and Social cost benefit analysis | BT 3 |
| CO 4 | Analyse the Project Management Techniques | BT 4 |

UNIT I

Periods10

Project Management: Organisation, Planning including Prerequisites for Successful Project Implementation and Control
Project Planning: Resource Allocation Framework; Generation and Screening of Project Ideas

UNIT II

Periods10

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

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

UNIT III

Periods10

Project Selection II: Project Risk Analysis; Social cost benefit analysis: Rationale and approaches Shadow Pricing applications in India

UNIT IV

Periods10

Project Implementation: Project Management Techniques: Network Analysis (PERT/CPM), Project Monitoring and Review: Integrated Cost Planning and Budgeting; Monitoring Information; Reporting System and Evaluation

TotalPeriods:40

Keywords: Project Planning, Project Analysis, Project Risk Analysis, Project Implementation

Text Books

1. Burke, Rory (2004). Project Management: Planning and Control Techniques. Singapore: John Wiley & Sons Asia (Pvt Ltd.).
2. Prasanna, Chandra (1995). Projects: Preparation; Appraisal, Implementation. New Delhi: Tata McGraw Hill
3. Srinath, L.S.(1996).PERT and CPM–Principles and Applications. New Delhi: Affiliated East West Press.

Reference Books

1. Choudhry, Sadan(1988). Project Scheduling and Monitoring in Practice. Delhi: South Asian Publishers.
2. John Wiley. Harrison, F.L. (1992). Advance Project Management (2nd ed.).London:
3. Lock, Dennis(2007).Project Management. England: Gower. Planning Commission (1975).Guidelines for Preparation

| SEMESTER III | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Organizational Development and Administrative Improvement Type of Course: Major Subject Code: PBA184C301 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

• Course Objectives:

The Objectives of this paper is to acquaint the student to comprehensively deal with the varied reference points leading to promoting administrative efficiency. The students will therefore gain an understanding of the ways in which change can be managed in an organization at the operations and policy planning levels.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-------------------------------------------------------------------|-----------------------|
| CO 1 | Relate about the Organisation Development, Concept, and Relevance | BT 1 |

| | | |
|-------------|-----------------------------------------------------------------------|-------------|
| CO 2 | Compare the various Theories, Models, Types & Change Agents. | BT 2 |
| CO 3 | Apply the Intervention strategies for organization development | BT 3 |
| CO 4 | Analyse the techniques of Administrative Improvement. | BT 4 |

UNIT I

Periods10

Introduction to Organisation Development: Concept, Relevance, History & Evolution; Concept of Organizational culture
The Nature of Planned Change: Theories, Models, Types & Change Agents Challenges of Organizational Change:
Cultural, Institutional and Technological

UNIT II

Periods10

Organizational Learning and Transformation; Determinants of Organizational Design Diagnosing the Problem Intervention
strategies for organization development-Individual, Group & Interpersonal Interventions, Organisational Analysis and
Development of Organisational Structure

UNIT III

Periods8

Human Resources: Systems and Processes Role of Human Resource in Organizational Change and Development HRM
Interventions : Goal Setting, Performance Appraisal and Reward Systems Managing Workforce Diversity

UNIT IV

Periods12

Techniques of Administrative Improvement: Organization and Methods; Qualitative and Quantitative Work Control
Innovations in Management; Quality Circles, Total Quality Management Management by Objectives; Performance
Measurement in Administration Working of O&M Division of Government of India; Pay Commissions and
Administrative Improvement

Total Periods:40

Keywords: Administrative Improvement, Organizational Change, Performance Appraisal, Organisation Development

Text Books

1. M.&Jones, B.B.(2006).The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives.
2. WileyCummings,T.G.&WorleyC.G(2008).Organization Development & Change (9th ed.). Cengage Learning.
3. Maheshwari, S. R. (2002). Administrative Reforms in India. New Delhi: Macmillan India Ltd.
4. Maheshwari,S.R.(2006).Indian Administration. New Delhi: Orient Longman Private Limited

Reference Books

1. Government of India.(2008).Ministry of Personnel, Public Grievances and Pension.

2. Government of India. (2008). Second Administrative Reforms Commission Reports.
3. Srinath, L.S. (1996). PERT and CPM – Principles and Applications. New Delhi: Affiliated East-West Press. United Nations.
4. Armstrong, Michael. (1995). Handbook of Management Techniques. New Delhi: Excel Books. Brazzel,
5. Department of Personnel and Administrative Reform: Administrative Reforms Wing, Department of Personnel and Training: Report of Sixth Pay Commission.
6. Gopalkrishnan, P. (1999). Handbook of Materials Management. New Delhi: Prentice Hall of India.
7. Government of India. Management in Government. Quarterly Journal published by the I.L.O. (2008).
8. Introduction to Work Study. Oxford & IBN Publishing Co. Pvt. Ltd.

| SEMESTER III | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Public Personnel Administration & Human Resource Management. Type of Course: Major Subject Code: PBA184C302 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

- Course Objectives:

The Objectives of this paper is to acquaint the student with insight on Human resource management, Employees, Capacity building, Strategies and assessing Human Resource management effectiveness.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Define Public personnel Administration, its issues, career systems and other terms covering various aspects of personnel administration | BT 1 |
| CO 2 | Explain the Public personnel system of the Indian Republic . | BT 2 |
| CO 3 | Identify the Code of Conduct for All India, recent civil service reforms | BT 3 |
| CO 4 | Analyse the Salary Administration; Performance Appraisal and Promotion mechanism | BT 4 |

Unit–I

Periods 8

Public Personnel Administration–Concept, Nature, Scope and Significance, Bureaucracy: Meaning, Concepts, Types, Recent Trends and its Role in Modern Society

Unit–II

Periods 12

Public Personnel System in India with Reference to Civil Services: Recruitment, Training, Promotion and Salary Administration.

Unit–III

Periods 8

Human Resource Management: Meaning, Nature, Scope and Significance. Human Resource Planning and Strategy. Job Analysis and Job Design.

Unit-IV

Periods-12

Employees' Capacity Building Strategies, Total Quality Management, Human Resource Management and Employment Involvement, Code of Conduct, Discipline and Grievances, Assessing Human Resource Management Effectiveness, Human Resource Audit, Managing Change at Work Place, Stress Management.

Total Periods-40

Keywords: Human Resources Management, Governance, Total Quality Management, Bureaucracy

Text Books:

1. C.M.Jain, Public Personnel Administration, Jaipur, College Book Depot, 2003.
2. V.M.Sinha: Personnel Administration, Jaipur, RBSA Swai ManSingh Highway, 1985.
3. S.L.Goel: Public Personnel Administration, New Delhi, Deep & Deep Publishers, 2004.
4. K.Aswathappa: Human Resource Management. Tata McGraw Hill, New Delhi, 2008.

Reference Books

1. V.S.P.Rao, Human Resource Management, Excel Books, New Delhi, 2007.
2. A.K.Singhet. AI: Human Resource Management, Sun India Publications, New Delhi, 2005.
3. Shahib Singh & Swinder Singh: Public Financial Administration, New academic Publisher Company, Jalandhar, 2007.

| SEMESTER III | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Public Policy & Analysis Type of Course: Major Subject Code: PBA184C303 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

- Course Objectives:

The Objectives of this paper is to acquaint the student with a detailed insight into Public Policy, Policy Formulation, Policy implementation and evaluation, Policy analysis.

| CO | Course Outcome | Blooms Taxonomy Level |
|-------------|------------------------------------------------------------------------------------------------------------------|------------------------------|
| CO 1 | Define concepts such as public policy, policy analysis, public policy process and governance | BT 1 |
| CO 2 | Compare and contrast Public Policy Approaches and Models | BT 2 |
| CO 3 | Identify role of Various stakeholders in Public Policy Making Process | BT 3 |
| CO 4 | Analyse different stages of the Public policy process in terms of theoretical formulation and the process | BT 4 |

Course Outline:**Unit1:Public Policy****Periods:10**

1. Meaning, Nature, Scope, Importance and Types. Public Policy in Indian Context
Types of Public Policy–Distributive, Re-distributive, Regulatory, Liberal, conservative and substantive
2. Institutional Arrangement for Policy Making
3. Approaches to public policy–Incremental Theory, System Analysis, Elite Theory, Institutional Theory, Group Theory, Rational Theory, Public Choice Theory

Unit2: Policy Formulation Policy Implementation:**Periods: 8**

1. Process, Concept, Constitutional Frame work for Policy Making, Role of Political parties, pressure groups, mass media and citizens.
2. Role of Bureaucracy, Legislature and Judiciary and Political Parties in Policy Formulation making, Policy change

Unit3:Policy Implementation and Evaluation:**Periods:8**

1. Meaning, Elements in Implementation;
2. Implementation Techniques. Policy Evaluation: Meaning, Problems and Approaches in Policy Evaluation.

Unit4:Policy Analysis:**Periods:14**

1. Approaches, Models of Policy Analysis, Participatory, normative, ideological, scientific and professional.
2. A Study of Policies Relating to:(a) Urban Development and Housing Policy and (b) Educational Policy.
3. A Study of Policies Relating to (a) Employment Policy, Environmental Policy:(a)Water Pollution,(b)Disposable Wastage
4. SelectPolicyStudiesinIndia–NewEconomicPolicy,ReservationPolicy,National Educational Policy

Periods:40

Keywords: *Public Policy, implementation, policy analysis, evaluation*

Text Books

1. E.Lindblom Charles, Englewood Cliffs(1986)The Policy Making Process, NJ PrenticeHall Incorporation.
2. E. Jacob Charles:(1967)Policy and Bureaucracy, P. VanNostrand Co.
3. Jones Charles O(1986) An Introduction to the Study of Public Administration Policy., Brooks Cole Pub. Co., Monterey California (3rd Ed.)

Reference Books

1. O. Pardeep Sahni:(1987) Public Policy, Conceptual Dimension, Allahabad: Kitab Mahal.
2. Richard M.Hodgetts and Jr.Max.S.Wortman(1969): Administrative Policy–Text and Cases in the Policy Science, New York: Wiely. George A.Steiner: Top Management Planning, Macmillan.
3. R.B. Jain : (2014) Policy and Parliament in India, Indian Institute of Public Administration, New Delhi.

| SEMESTER III | |
|--------------------------------------------------------------|--|
| Paper I/Subject Name: Ethics in Public Administration | |
| Type of Course: Major | |
| Subject Code: PBA184C304 | |
| L-T-P-C – 3-1-0-4 | |
| Credit Units: 4 | |
| Scheme of Evaluation: Theory | |

- Course Objectives:

The Objectives of this paper is to acquaint the student with with the concept and philosophy of ethics with special reference to ethics in public life and accountability of public services in India. The paper through teaching in case studies will enhance the problem solving skills on situations relating to integrity, probity in public life and problem solving approach to various issues and conflicts face by him in dealing with society.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Demonstrate the difference in Right, Duty, Freedom, Equality, Fraternity, Karma, Purusharthas, and Dharma | BT 1 |
| CO 2 | Explain the Issues of Inequality, Abortion, Foeticide, Suicide, Environment Degradation, Capital Punishment; and Nature of Moral Dilemmas | BT 2 |
| CO 3 | Identify the issues of Ethics in Public Life | BT 3 |
| CO 4 | Examine the Causes, Remedies and Institutional Arrangements for fighting Corruption in India. | BT 4 |

Course Outline

Unit1: Ethics

Periods:10

1. Concept and Significance;
2. Importance of Ethical Values in Public Life Contribution of Kautilya, Vivekananda and Mahatma Gandhi to Ethics in Administration Contribution of Western Administrative Thinkers to Ethics with special reference to Plato and Immanuel Kant

Unit2: Ethics and Human Interface

Periods:10

1. Essence, Determinants and Consequences of Ethics in Human Actions
2. Significance of human values and Attitudes in Ethical Development
3. Morality: Concept and Issues in Public service

Unit3:Ethics and Human Interface

Periods:10

1. Civil Service Neutrality and Anonymity Significance of Ethical and Moral Values in Governance Code of Ethics.
2. Code of Conduct for Civil Services in India

Unit4:Probity in Governance-Corruption

Periods10

1. Concept and Causes;
2. Mechanism for Fighting Corruption
3. Work Culture-Concept
4. Significance and Characteristics of a good work culture;
5. Case Studies relating to Ethics in Public Administration

Total Periods:40

Keywords: Ethics, Morality, Work Culture, anti-corruption

Text Books

1. Arora, R. K. (2008).Ethics in governance: innovations issues and instrumentalities, Jaipur: Rawat Publications.
2. Bhargava,R.(2006).PoliticsandethicsoftheIndianConstitution,NewDelhi: OUP.
3. Chaturvedi,T.N.(Ed.)(1996).Ethics in public life. NewDelhi:IIPA.

Reference Books

1. Fox,W.(2009).A theory of general ethics–human relationships, nature, and the built environment. New Delhi:PHI Learning.
2. Ghare,R.K. and Frederickson,H.G.(Eds.).(2007).Ethics in Public Management. New Delhi: PHI Learning

| SEMESTER III |
|-----------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: International Organizations Type of Course: Major Subject Code: PBA184C305 |

L-T-P-C – 3-1-0-4

Credit Units: 4

Scheme of Evaluation: Theory

● **Course Objectives:**

The Objectives of this paper is to acquaint the student with the ability to analyze the role of International Organizations, Non-State Actors, World Financial Institutions, a deep understanding of the role and relationships of International Financial Institutions

| CO | Course Outcome | Blooms Taxonomy Level |
|-------------|---------------------------------------------------------------------------------------------------------|------------------------------|
| CO 1 | Define International Organizations, Non States Actors | BT 1 |
| CO 2 | Compare and contrast the role and relationships International Organization and Global Governance | BT 2 |
| CO 3 | Identify the United Nations Peacekeeping Operation | BT 3 |
| CO 4 | Analyse role and relationships of International Financial Institutions Breton Woods System WTO | BT 4 |

Unit-1

Period-8

Introduction to International Organizations and Global Governance Rationale and Scope

Unit-2

Period-12

Historical Legacy of International Organization and Global Governance, The League of Nations The United Nations, United Nations in the Post-Cold War Era Reforming the United Nations Peace keeping Operation UN and Humanitarian Intervention

UN and Global Environmental Issues

Unit-3

Period-8

International Financial Institutions Breton Woods System WTO

Unit-4

Period-12

Non States Actors in Global Governance Globalization and Non-States Actors, Global Civil Society, Sports and International Organization, MNCs, TNCs

Text Books

1. Abbot, Kenneth and Snidal, Duncan, "Why States Act Through Formal Organizations", Journal of Conflict Resolution Vol.42, No.1 February 1998, pp.3-32
2. Albrecht Schnabel & Ramesh Thakur, "From An Agenda for Peace to the Brahmi Report: Towards a New Era of UN Peace Operation"

Reference Books

1. Barnett, Michael and Duvall, Raymond (Eds), Power in Global Governance (Cambridge University Press)
2. Devesh Kapur, "The IMF: A Curse or a Cure?" Foreign Policy, No 111 (summer, 1998), pp 114-129
3. Fred Haliday, "Global Governance: Prospects and Problems, Citizenship Studies, Vol 4, No 1, 2000
4. Inis Claude, Swords into Plowshares: The Problems and Progress of International Organizations (Delhi: Anupam Publications (reprint), 1987)

| SEMESTER IV |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: E-Governance and Administrative Reforms Type of Course: Major Subject Code: PBA184C401 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

- Course Objectives:

The Objectives of this paper is to acquaint the student with the Including stages and types of interactions in e-Governance) and Significance of e-Governance, Theories of e-Governance and current issues and problems, primarily focusing on India.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Demonstrate the difference in Pre -National e-Governance Plan and Post NeGP | BT 1 |
| CO 2 | Explain the e-Governance Initiatives in area of Government to Citizens (G2C), Government to | BT 2 |
| CO 3 | Identify the ssues & Challenges for e-Governance | BT 3 |
| CO 4 | Analyse e-Readiness; Digital Divide (Gender, Geographic, Economic, Social and Political) Challenges | BT 4 |

Course Outline

UNIT-1

Period-10

Meaning, Definitions, Scope(Including stages and types of interactions in e-Governance) and Significance of e-Governance, Theories of e-Governance (Six perspectives and six theories). Models of e-Governance(The General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model). Growth of e-Governance initiatives in India, Pre – National e-Governance Plan and Post NeGP (NeGP 2006). e-Governance Initiatives in the area of Government to Citizens (G2C), Government to Business (G2B) and Government to Government G2G)

UNIT–2

Period-10

Legal Framework, Issues & Challenges for e-Governance: IT Act–2001 (ICT Act and important features of the Act); Information and Cyber Security. e-Readiness; Digital Divide (Gender, Geographic, Economic, Social and Political); Challenges; Resistance to Change, Capacity Building, Adaptation of Technology and Administrative Reforms. **Significant issues in Indian Administration:** Values in public service; Regulatory Commissions; National Human Rights Commission;

UNIT-3

Period-10

Problems of administration: Problems of administration in coalition regimes;

1. Citizen-administration interface;
2. Corruption and administration;
3. Disaster management

UNIT-4Administrative Reforms since Independence

Period-10

1. Major concerns; Important Committees and Commissions;
2. Reforms in financial management and human resource development;
3. Problems of implementation.

TotalPeriods:40

Keywords: *Values in public service, Regulatory Commissions, National Human Rights Commission, Administrative Reforms, e-governance.*

Text Books:

1. Public Administration: A Reader, Chakrabarty Bidyutand Mohit Bhattacharya(ed), 2003, Oxford University Press, New Delhi.
2. Panchayat Raj in India: Emerging Trends Across the States, Joshil.R.P.andG.S. Narwani, 2002, Rawat Publications, Jaipur, New Delhi.

Reference Books:

1. VayunandanE,Mathew D,“Good Governance: Initiatives in India”,2003,Prentice Hall of India Private Limited, New Delhi.
2. Mishra, S.N, Mishra, Sweta, “Decentralised Governance,” 2002, Shipra Publications, New Delhi.

Level: Semester IV

| SEMESTER IV | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Economic Administration and Indian Economy Type of Course: Major Subject Code: PBA184C402 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

● Course Objectives:

The Objectives of this paper is to develop critical thinking about the market competition and acquire knowledge about the economic administration

| CO | Course Outcome | Blooms Taxonomy Level |
|-------------|----------------------------------------------------------------------------------------------------------------------|------------------------------|
| CO 1 | Demonstrate the difference in : Market Mechanism, Perfect Competition, Monopoly, Monopolistic Competition, | BT 1 |

| | | |
|-------------|-------------------------------------------------------------------------------------------------------|-------------|
| CO 2 | Explain the Economic Legislations in India after Independence. | BT 2 |
| CO 3 | Identify the Rationale for Government Intervention; State versus Market Debate Monetary Policy | BT 3 |
| CO 4 | Analyse the rationale of Economic Reforms | BT 4 |

UNIT I

Period-10

Relevance of Economics to Public Administration Concepts: Market Mechanism, Perfect Competition, Monopoly, Monopolistic Competition, National Income Concept and Features: Free Market Economy; Centrally Planned Economy; Mixed Economy

UNIT II

Period-10

Sustainable Socio-economic Development; SDGs and the Indian economy Structure and Growth of the Indian Economy Indian Economic Reforms: Concept, Rationale and Evaluation

UNIT III

Period-10

Economic Administration: Nature and Scope Market Failure: The Rationale for Government Intervention; State versus Market Debate Monetary Policy: Objectives, Instruments and Administration Fiscal Policy: Objectives, Instruments and Administration

Unit IV

Period-10

Economic Legislation: Rationale, Philosophy and Overview Industrial (Development and Regulation) Act, 1951 Foreign Exchange Management Act, 1999, Competition Act, 2002

Total Periods: 40

Keywords: Market Mechanism, Perfect Competition, Monetary Policy, Fiscal Policy.

Text Books:

1. Bailey, S.J. (2001). Public Sector Economics: Theory, Policy and Practice (2nd ed.). London: Palgrave.
2. Chakraborty, Lekha S. (2016). Fiscal Consolidation, Budget Deficits and the Macro Economy. New Delhi: Sage.
3. Jha, L.K. (1986). Economic Administration in India – Retrospect and Prospect. New Delhi: IIPA.

Reference Books

1. Five Year Plan Documents Padmanabhan, G (2013), "Administering FEMA (Foreign Exchange Management Act) – evolving challenges", Inaugural Address at the Authorised Dealers' Conference, Agra, 30 November 2013 online available at <https://www.bis.org/review/r131206b.pdf>
2. Kuchhal, S.C. (1989). Industrial Economy of India. Allahabad: Chaitanya Publishing House.
3. Marathe, S.S. (1986). Regulation and Development. New Delhi: Sage Publications.
4. Mishra, S.K. and Puri, V.K. (2010). Indian Economy: Its Development Experience. New Delhi: Himalaya Publishing House.
5. Ray, Partha (2013), Monetary Policy, Oxford Press, New Delhi

1.

| SEMESTER IV | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Public Enterprise Management Type of Course: Major Subject Code: PBA184C403 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

• Course Objectives:

The Objectives of this paper is to enable students to understand functioning of various aspects of Public Sector and Public Sector Undertakings in India, various forms of organization, governing boards, privatization and performance of central public sector enterprises in India.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|----------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Demonstrate Organisational Forms: Departmental Undertaking; Public Corporation; | BT 1 |
| CO 2 | Explain the Disinvestment Objectives, Methods, Machinery and Assessment | BT 2 |
| CO 3 | Identify the different Contracting Out Local Services | BT 3 |
| CO 4 | Analyse the Rationale; Performance Contract System/Memorandum of Understanding | BT 4 |

Course Outline

Unit1:Public Enterprise

Periods:8

1. Concept, Rationale and Objectives, Role of Public Sector in the Indian Economy
2. Organisational Forms: Departmental Undertaking; Public Corporation; and Government Company

Unit2: Governing Boards

Periods: 8

1. Types, Functions, Size and Composition
2. Legislative Control over Public Enterprises
3. Ministerial Control over Public Enterprises

Unit3: Pricing and Public Enterprise Reforms

Periods: 8

1. Rationale; Performance Contract System/Memorandum of Understanding (MOU)
2. Professionalisation of Boards of Governance in India

Unit4: Disinvestment

Periods:10

1. **Disinvestment** Objectives, Methods, Machinery and Assessment Privatisation: Theory, Objectives, Methods, Procedure, and Assessment;
2. Lessons from the U.K. Experience Contracting Out: Concept & Rationale; Contracting Out Local Services

Total Periods:40

Keywords: *Public Enterprise, Governing Boards, Disinvestment, MOU*

Text Books

1. Bailey,S.J.(2001)..Public sector economics: theory, policy and practice, 2nd ed. London: Palgrave.
2. Bos,D.(1991)Privatization: a theoretical treatment. Oxford: Oxford University Press.

References:

1. Dubhashi, P.R. (1976). Economics, planning and public administration, Bombay: Somaiya, Publications, Pvt. Ltd.
2. Administrative Reforms Commission. (1967). Report of study team on public sector undertakings. New Delhi: Government of India.

| SEMESTER IV | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Paper I/Subject Name: Social Policy and Welfare Management Type of Course: Major Subject Code: PBA184C404 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory | |

Course Objectives:

To familiarize the students with various aspects of social welfare in India by emphasizing on policy, programmes and administration of the weaker sections, the administrative set up and the legislations in this area. The students will learn about various policies and programmes for welfare of women, children and other disadvantaged groups as well as the role of non- governmental organizations in social welfare and its administration.

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| CO 1 | Demonstrate the difference in Concept of Welfare State: and Philosophy Social Welfare Administration Welfare StateConcept and Philosophy Social Welfare Administration | BT 1 |
| CO 2 | Explain the Social Legislation in India | BT 2 |
| CO 3 | Identify the Role of NGOs/Voluntary Organisations for Social Welfare | BT 3 |

| | | |
|-------------|---------------------------------------------------------------------------------------|-------------|
| CO 4 | Examine the different organizations, Programmes and Administration for Welfare | BT 4 |
|-------------|---------------------------------------------------------------------------------------|-------------|

Course Outline:

Unit1: Social Welfare

Periods: 8

1. Concept and Significance, Welfare State: Concept and Philosophy Social Welfare Administration: Nature, Scope and Significance

Unit2: Social Legislation in India

Periods:8

1. An Overview Protection of Women from Domestic Violence Act, 2005
2. The Juvenile Justice (Care and Protection of Children) Act, 2013

Unit 3: Organisation and Functions

Periods:10

Union Ministry of Social Justice and Empowerment; State Social Welfare Department; Central Social Welfare Board; State Social Welfare Board Role of NGOs/Voluntary Organisations for Social Welfare

Unit4:Policy, Programs and Administration

Periods:14

1. Welfare of SC/ST Policy,
2. Programmes and Administration for Welfare of Women and Children Policy,
3. Programmes and Administration for Welfare of Aged Policy,
4. Programmes and Administration for Welfare of Drug Addicts

TotalPeriods:40

Keywords: *Social Welfare Administration, Welfare Organizations, Policies*

Text Books

1. Sachdeva.D.R.(2009), Social Welfare Administration.Allahabad: Kitab Mahal. Sankhdher
2. Bulsara,J.F.&Verma(2006).Perspective in Social Welfare in India. New Delhi: S.Chand& Co. Chowdhary

References:

1. D.P.(1976). Social Welfare Administration, Delhi: Atma Ram and Sons. Encyclopedia of Social Change. Vol. 5. New Delhi: Anmol Publishers.

| SEMESTER IV |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paper I/Subject Name: International Relations Type of Course: Major Subject Code: PBA184C405 L-T-P-C – 3-1-0-4 Credit Units: 4 Scheme of Evaluation: Theory |

- **Course Objectives:**

The Objectives of this paper is to enhance the ability to explain the nature of International Relations, Students will be able to understand Approaches in International Relations Post-positivist Approach

| CO | Course Outcome | Blooms Taxonomy Level |
|------|-----------------------------------------------------------------------------------|-----------------------|
| CO 1 | Define International Relations | BT 1 |
| CO 2 | Explain the Approaches in International Relations Post-positivist Approach | BT 2 |
| CO 3 | Identify National interest; Security, Anarchy Civil Society; Citizenship, | BT 3 |
| CO 4 | Analyse Emerging Theories in IR | BT 4 |

Course Outline

UNIT-I

Period-10

The Nature of International Relations: Theory History and scope of the Discipline Traditional and Scientific Approaches in International Relations Post- positivist Approach

UNIT-2

Period-10

State,Sovereignty;Power/Hegemony,Nationalinterest;Security,AnarchyCivilSociety; Citizenship, Identity; Gender; Cosmopolitanism Globalisation, Post structuralism, Green Politics Traditional Theories in IR Realisms Liberalisms Marxism International Society/English School UNIT – 3

Period-10

Emerging Theories in IR: An Introduction Critical Theories Constructivism Post-Structural Theories

UNIT-4

Period-10

Major Theories in Contemporary IR Constructivisms Normative Approaches Feminist Theories Post modernism and IR Theory Post-colonialism and IR

Text Books:

1. Bajpai, Kanti and Siddharth Mallavarapu (eds.), International Relations In India: Bringing Theory Back Home (New Delhi:Orient Longman,2005)
2. Baldwin,David,ed.,Neorealism and Neoliberalism:The Contemporary Debate (New York: Columbia University Press, 1993).

Reference Books:

1. Barnett, Michael,“Social Construcivism,”The Globalization of World Politics, pp. 251-270.
2. Baylis,John and Steve Smith,(eds.)The Globalization of World Politics: An Introduction to International Relations. 3rd ed. Oxford:Oxford University Press, 2005