



NAAC-A+ Accredited

UTKAL UNIVERSITY, BHUBANESWAR
P. G. DEPARTMENT OF PUBLIC ADMINISTRATION
SEMESTER M.A. EXAMINATION
(Choice Based Credit System)

Semester-I

Code	Course Name	Marks	Credit	Category
MPA-101	Administrative Theory	100	4	A
MPA-102	Classical Administrative Thinkers	100	4	A
MPA-103	Indian Administration	100	4	A
MPA-104	Public Personnel Administration	100	4	A/C/D
MPA-105	State, Society and Public Administration	100	4	A
Total		500	20	

Semester-II

Code	Course Name	Marks	Credit	Category
MPA-201	Recent Trends in Administrative Theory	100	4	A
MPA-202	Comparative Public Administration	100	4	A
MPA-203	Modern Administrative Thinkers	100	4	A/C/D
MPA-204	Rural Local Governance	100	4	A
MPA-205	Organizational Behaviour and Management Process	100	4	B/C/D
Total		500	20	

Category: A- Core, C- Open to Allied subjects, D- Open to All

Semester-III

Code	Course Name	Marks	Credit	Category
MPA-301	Development Administration	100	4	A/B/C/D
MPA-302	Public Policy	100	4	A/B/C/D
MPA-302-A	Development and Governance	100	4	
MPA-302-B	Public System management	100	4	
MPA-303	Urban Local Governance	100	4	A/B/C/D
MPA-303 A	Disaster Management	100	4	
MPA-303 B	Tribal Administration	100	4	
MPA-304	Research Methodology	100	4	A
MPA-305	Financial Administration in India	100	4	/AB/C/D
MPA-305-A	Technology and Governance	100	4	
Total		500	20	

Category: A- Core, B- Elective, C-Open to Allied Subjects, D-Open to All

Students are advised to opt for one elective in their department or in other department in the third semester.

Semester-IV

Code	Course Name	Marks	Credit	Category
MPA-401	Welfare Administration	100	4	A
MPA-403	Human Resource Management	100	4	A/C
MPA-305	Indian Administration : Issues and Trends	100	4	B/C/D
MPA-305-A	Disaster Management	100	4	
MPA-305-B	Tribal Administration	100	4	
	Ethics and Governance in Public Administration	100	4	
MPA-404	Dissertation (Thesis) Viva-voce	100 100	6	
Total		500	22	

FIRST SEMESTER

Paper – MPA-101

Administrative Theory

Objective: This paper aims to make student aware about different theoretical perspectives on public administration. It essentially begins with the core question on whether public administration as a discipline would have an independent theoretical enquiry or is supported through the theoretical base of other disciplines.

Outcome : This paper enable students to use appropriate theoretical lens to analyse different administrative issues. Along with the historical evolution of the discipline, they would have an understanding on application of universal principles to run the public administration.

Unit-I : Public Administration : Meaning, Nature, Scope and Importance, Evolution and Developments in Public Administration, Public and Private Administration, Role of Public Administration in Developing and Developed countries

Unit-II : Principles of Public Administration: Hierarchy, Span of Control, Unity of Command, Delegation, Co-ordination, Delegated Legislation, Administrative Adjudication

Unit-III : Development and Growth of Administrative Theories, Scientific Management Approach, Administrative Management Approach

Unit-IV : Organizational Theory of Bureaucracy, Critique of Weber's bureaucracy and Human Relations Theory

Essential Readings:

1. Avasthi and Maheswari, "Public Administration", Agra, Laxmi Narayan Agarwal, 1988.
2. Mohit Bhattacharya "Public Administration", World Press (Second Edition, 1991)
3. B.L. Fadia and Kuldeep Fadia, "Public Administration: Administrative Theories and Concepts", Agra, Sahitya Bhawan, 2014.
4. Rumki Basu, "Public Administration: Concepts and Theories" New Delhi, Sterling Publishers, 2011.

Paper – MPA- 102

Classical Administrative Thinkers

Objective:

There has been a consensus among scholars that the modern theoretical foundation of administrative knowledge got its genesis from Weberian conception of Bureaucracy. However, in subsequent years concern arises that mere focus on Law as the sole basis of Public Administration fails to address the efficiency of bureaucracy. In order to make bureaucracy efficient in ensuring service to the society begets scientific enquiry through Wilsonian Paradigm. In further years it has opened up new philosophical debate on where the actual domain of public administration to be located? In this regard the paper introduces different classical and contemporary thinkers and their ideas to students.

Outcome : Understanding the ideas of Classical Administrative Thinkers provides space to the students distinguishing between legal norms adopted over efficiency attributes of bureaucracy. It also adapts them

rationalizing scientific enquiry in the broader sphere of philosophical debates encapsulating Public Administration as a separate discipline.

Unit-I : Kautilya, Woodrow Wilson, F W Taylor

Unit-II : Henri Fayol, Gullick and Urwick,

Unit-III : Karl Marx, Max Weber

Unit-IV: Elton Mayo , Mary Parker Follet

Essential Readings:

1. D. Ravindra Prasad, V.S. Prasad, P. Satyanarayan, Y. Pardhasarathi, “Administrative Thinkers”, New Delhi, Sterling Publishers, 2014.
2. Shriram Maheswari, “Administrative Thinkers”, Delhi, Macmillan, 2003.
3. R.K. Sapru, “Administrative Theories and Management Thought”, New Delhi, P HILearning Private Limited, 2013.
4. Bidyut Chakravorty, “Public Administration in a Globalized World”, New Delhi, SagePub.

Paper – MPA – 103

Indian Administration

Objective: Modern Indian administration initiates its journey through legacy of British colonialism. In fact there has been a wider acknowledgement that the practices of Indian administration date back to Kautilya’s era. Hence the paper seeks to introduce to students the historical roots of Indian administration and its relationship with accountability, welfare and well being of the society. Secondly it deals with how the commencement of modern bureaucracy and its intersection with political structure has to be analyzed.

Outcome : The study of Indian Administration would enable students to identify the historical roots of modern Indian bureaucracy and the complexities associated with its functioning as an independent organ of the government.

Unit- I : Evolution of Indian Administration : Ancient period, Medieval period, Modern Period up to 1947, Salient Features of Indian Constitution, Preamble, Federalism, Centre – State Relations (Administrative Legislative and Financial).

Unit- II : Union Administration: President, Prime Minister, Parliament, Cabinet Secretariat, Prime Minister’s Office, Judiciary.

Unit- III : State Administration: Governor, Chief Minister, State Legislature, Chief Secretary, District Collector.

Unit- IV : Institutional Arrangement: Niti Aayog, NDC, Election Commission, Administrative Reform Commission.

Essential Readings:

1. Hoshiar Singh and Pankaj Singh, "Indian Administration", Delhi, Pearson, 2011
2. B.L. Fadia and Kuldeep Fadia, "Indian Administration" Agra, Sahitya Bhawan, 2014
3. D.D. Basu, "Introduction to the constitution of India" New Delhi, Prentice Hall of India, 2014
4. S.R. Mahesswari, "Indian Administration", New Delhi, Orient Longman, 2011.
5. S.Choudhury, M.Khosla & P.B. Mehta, 2016, (Eds.), Oxford Handbook of Indian Constitution, Oxford University Press
6. P. Mahapatra, 2015, An Introduction to Indian Administration: Central, State & Local, Gyanjug Publications
7. Bidyut Chakrabarty & R.K.Pandey, 2015, Indian Government & Politics, Sage

Paper – MPA – 104
Public Personnel Administration in India

Objective: This has been a universal fact that human resource is the foundation to institute any kind of organization. In fact in cases of public personnel though legality became the base to hold authority but their role assumed to serve the moral concern of society. In this context the knowledge on Public Personnel Administration in India requires to be relevant. Here the students need to be aware on the concept and its philosophical ground to study civil service system in India.

Outcome : Useful outcomes of learning Public personnel Administration capacitates students framing philosophical grounds and rationale for civil services system and their personal attributes holding any capacity to deliver better results with a motive of welfare.

Unit-I : Public Personnel Administration: Concept, Scope, Significance and Objective Problems of Public Personnel Administration

Unit-II : Civil Services in India: Recruitment, Training, Promotion, Classification, Union Public Service Commission, State Public Service Commission

Unit-III : Civil Services in India: Code of Conduct, Discipline, Performance Appraisal, Pay and Service Conditions, Morale, Ethics; Good Governance Initiatives

Unit-IV: All India Services, Central Services, Employer-Employee Relationship, Joint Consultative Machinery in India, Civil Service neutrally

Essential Readings:

1. Rajesh K. Jha (ed), "Public Personnel Administration", New Delhi, 2012
2. Bidyut Chakraborty and Mohit Bhattacharya (ed), "Public Administration – A Reader", New Delhi, Oxford, 2003.
3. K. Bata Dey, "Personnel Administration in India: Retrospective Issues, Prospective

Thought”, New Delhi, Uppal, 1991.

4. S.L. Goel, Public Personnel Administration, New Delhi, Sterling, 1984.

Paper-MPA-105

State, Society and Public Administration

Objective: This course takes a holistic view of public administration and its juxtaposition with state on the one hand and society on the other. It introduces the students the pertinent points of convergence between society, politics and administration.

Outcome : The points of convergence between politics, society and administration adapt students dealing with trends of administrative theory and enhanced understanding of multi-disciplinarity.

Unit-I : Nature of State, Relationship between state, society and public Administration

Unit-II : Diverse Perspectives of State: Liberal, Marxist, Neo-liberal and Gandhian

Unit-III : Challenges to Traditional Bureaucratic Paradigm, Contemporary context of Indian bureaucracy, Changing nature of Indian state

Unit-IV : Civil Society Organizations: Gramscian Ideas, Growing role of civil society organizations, Civil Society partnerships in Governance

Essential Readings:

1. Bidyut Chakrabarty & Mohit Bhattacharya (Eds), 2003, Public Administration: A Reader, Oxford University Press, New Delhi
2. Alaka Dhameja (Ed), “Contemporary Debates in Public Administration”, New Delhi, 2003.
3. Ramesh K. Arora(Eds.), 2004, Public Administration: Fresh Perspectives, Aalekh Publishers, Jaipur
4. Bidyut Chakravorty, “Public Administration in a Globalized World”, New Delhi, Sage

Semester-II

Code	Course Name	Marks	Credit	Category
MPA-201	Recent Trends in Administrative Theory	100	4	A
MPA-202	Comparative Public Administration	100	4	A
MPA-203	Modern Administrative Thinkers	100	4	A/C/D
MPA-204	Rural Local Governance	100	4	A
MPA-205	Organizational Behaviour and Management Process	100	4	B/C/D
Total		500	20	

Paper-MPA-201 Recent Trends in Administrative Theory

Objective: This paper aims to make student aware about the recent trends in administrative theory. The manifestation of such trend not only to be discussed in the context of structure of public organisation but also through the contemporary approaches and practices.

Outcome : Students would be able to understand how behavioural and post behavioural approaches are critical to recent administrative practices. They would also aware about the distinction between different forms of organisations and how their functioning overlap each other's domain in social reality.

Unit-I : Nature & typologies of Organizations: Formal & Informal, Line & Staff Structure of Organizations-Centralization & Decentralization Processes of Organization, Departmentalization

Unit-II : Behavioural Approach,- Chris Argyris, Herbert Simon, New Public Administration, Systems Approach- Closed and Open system, Chester Bernard

Unit-III : Public Choice Approach, New Public Management, Good Governance. Public Service Approach, Feminist Approach

Unit-IV : Administrative Practices-Governance, Regulatory Governance, Citizen Charter, Public Private Partnership, State of Administrative Theory in 21st Century

Essential Readings:

1. Alaka Dhameja (Ed), "Contemporary Debates in Public Administration", New Delhi, 2003.
2. Arun Kumar Behera, "Public Administration: Theory and Practice", Delhi, Pearson, 2012
3. Bidyut Chakravarty, "Public Administration: in a Globalized world", New Delhi, Sage, 2014

4. A. R. Tyagi, Public Administration

Paper-MPA-202
Comparative Public Administration

Objectives: This paper intends to develop a comparative assessment on bureaucracy and its relationship with other organs under a constitutional government. The content has been formed to aware students about the critical perspectives on how conceptualization of modern administration and its applicability in different states and societies meted with variations.

Outcome: Students would be able to get a comprehensive understanding on comparative context on functioning of executive in different societies. This paper would equip students with critical observation of concept and practice from divergent frames of reference.

Unit-I : Concept, Nature, Scope and Approaches to the Study of Comparative Public Administration, Emerging Trends in Comparative Public Administration.

Theories and Models of Comparative Public Administration: Fred Riggs and Ferrel Heady.

Unit-II : Comparative Study on Executive, Legislative and Judiciary(U.K. & U.S.A)

Unit-III : Citizen and Administration: A comparative study of various mechanisms for Redessal of citizens' grievances in U.K. & U.S.A.

Unit- IV : Control Mechanisms over Administration in U.K. & U.S.A.

Essential Readings:

1. Ramesh k. Arora," Comparative Public Administration", 1996.
2. J. A. Chandler (ed), "Comparative Public Administration", Routledge Publications, 2010
3. Sabine Kuhalmann, "Introduction to Comparative Public Administration", Edward Elgar Publishing, 2014.
4. K.K. Ghai, "Major Governments, Political System of U.K., USA, Switzerland, France andChina", New Delhi, Kalyani Publishers, 2013.
5. J. A. Chandler (ed), "Comparative Public Administration", Routledge Publications, 2010
6. Sabir Kuhalmann, Introduction to Comparative Public Administration, Edward Elgar Publishing, 2014.
7. Nirmood Rapheli (ed), Reading in Comparative Public Administration, 1970

Paper-MPA-203
Modern Administrative Thinkers

Objective : This paper aims to provide how great minds have contributed towards the development of public administration as a discipline. It deals with contemporary philosophical debate on where the actual domain of public administration to be located? In this regard the paper introduces different classical and contemporary thinkers and their ideas to students.

Outcome : Students would get perspective different thinkers to analyse various issues of public administration.

Unit-I : Chris Argyris , Chester Barnard, Herbert Simon

Unit-II : Abraham Maslow, Douglas McGregor, Frederick Herzberg

Unit-III : M.K. Gandhi, Michael Foucault

Unit-IV: Peter Drucker, Rensis Likert, Y. Dror

Essential Readings:

1. D.Ravindra Prasad, V.S. Prasad, P. Satyanarayan, Y. Pardhasarathi, “Administrative Thinkers”, New Delhi, Sterling Publishers, 2014.
2. Shriram Maheswari, “Administrative Thinkers”, Delhi, Macmillan, 2003.
3. R.K. Sapru, “Administrative Theories and Management Thought”, New Delhi, P HI Learning Private Limited, 2013.
4. Bidyut Chakravorty, “Public Administration in a Globalized World”, New Delhi, Sage

Paper – MPA– 204
Rural Local Governance

Objectives: This paper deals with the wider debate on compatibility of democracy and development. It intends to initiate discussion among students about the mechanisms and methods on how the benefit of development to be shared by the local structure of our society, as there has been a general concern that democracy is subject to elite capture.

Outcome: The study of governance for both Rural and Urban encourages students modulating local structure of society dispelling the concern of democracy subjected to elite capture.

Unit-I : i) Rationale and Necessity of Local Government, Local Government & Local Governance
ii)Democratic Decentralization, Decentralized Planning, History of Local Governance

Unit-II : i) Features of Rural Indian Society & Polity, Evolution of Rural Local Self Governmentii)73rd Constitutional Amendment Act, PESA Act

Unit III : Structure and Process of Rural Local Bodies, Sources of Finance of these Bodies

Unit-IV : Rural Poverty Alleviation Programmes , NRHM,Glocalisation, New Localism.ii)State Control

over Rural Local Bodies, Problem and Prospects of Rural Local Self-government

Essential Readings:

1. Bidyut Chakravarty, "Public Administration: in a Globalized world", New Delhi, Sage, 2014
2. Bijoyini Mohanty, "Glimpses of Local Governance", New Delhi, Kunal Books, 2012.
3. Anirban Kashyap, "Panchayati Raj, Views of Founding Fathers and Recommendations of different committees, Lancer Books, 1989.
4. M. Venkatranga and M. Pattabhiram, "Local Government in India", New Delhi, Allied Publishers, 1969
5. S.R. Maheswari, "Local Government in India", Agra, Lakshmi Narain Agarwal, 1984.

Paper – MPA- 205
Organizational Behavior & Management Process

Objective: Organizational behavior is a discipline, which provided the organizational behavior list to find out some ways and means to establish acceptable behavior. It is a study and application of knowledge about human behavior in organization as it relates to other system elements, such as structure, technology and external social system. Therefore, it is relevant to introduce this paper in the Masters programme in Public Administration.

Outcome : Study of the acceptable human behavior and hyphenating organization into the behavior-management specter provides enhanced application capacity to the students.

Unit-I : Organizational Behaviour- Meaning, Nature and Challenges, Organizational Structure and Design, Concept of Learning Organisation

Unit-II : Organizational Culture- Old & New, Organizational Development, Organizational Change

Unit-III : Management- Meaning, Functions and Challenges of Managers, Motivation, Leadership, Communication.

Unit- IV : Conflict Management, Total Quality Management, Strategic Management and Management of Change.

Essential Readings:

1. Niranjana Pani, "Management Concepts: Organizational Behaviour, Human Resource Management" New Delhi, Kunal Books, 2009.
2. S.S. Khanka "Organisation Behaviour", New Delhi, S. Chand and Company Ltd., 2011.
3. Fred Luthans, "Organisational Behaviour", New York, M.C. Graw- Hill, 2000.
4. David J Cherrington, "Organisational Behaviour", Allyn and Bacon, Boston, 1989

Semester-III

Code	Course Name	Marks	Credit	Category
MPA-301	Development Administration	100	4	A
MPA-302	Public Policy	100	4	B/C/D
MPA-302-A	Development and Governance	100	4	
MPA-302-B	Public System Management	100	4	
MPA-303	Urban Local Governance	100	4	
MPA-304	Research Methodology	100	4	A
MPA-305	Financial Administration in India	100	4	B/C/D
MPA-305-A	Technology and Governance	100	4	
Total		500	20	

Paper – MPA-301 Development Administration

Objective: This course gives an idea about the diverse perspectives on Development Administration. It examines various development strategies and how Indian bureaucracy is a facilitator towards it.

Outcome : Students would be able to identify the context of Development in Indian society as a developing state. In this process, they will also get an understanding on how Indian bureaucracy has acted both as a facilitator and collaborator with other agencies in shaping the development goals of India.

Unit-I : Development Administration: Conceptual Analysis, Development Administration and Administrative Development, Features of Developed and Developing Countries, Structural Adjustment Programme, Changing profile of Development Administration.

Unit-II : Various Development Strategies, Mixed Economy Model, Goals of Development

Unit-III : Decentralization and Development, Planning : National and State and District, Mechanisms of Development Administration in India : Self-Help Group (SHG), Displacement for Development and Rehabilitation Policy.

Unit-IV : Bureaucracy and Development, Role of NGOs, Cooperatives and Specialized Development Agencies.

Essential Readings:

1. R.K. Sapru, "Development Administration", New Delhi, Sterling Publishers, 2014.
2. Mohit Bhattacharya, "Development Administration", Kolkata, World Press, 1979.
3. V.A. Pai Panandikar (ed) "Development Administration in India", New Delhi, Macmillan, 1974.
4. S.A. Palekar, "Development Administration

Paper – MPA- 302

Public Policy

Objective: Democratic governance and socio-economic development depend on effective public policy process. Therefore, this course makes the students aware of the theoretical perspectives on public policy and changing techniques of monitoring and implementation of public policy.

Outcome : This paper equips students to monitor and self-examine both the nature and efficiency of public policy.

Unit-I : Public Policy-Meaning, Types and Significance, Approaches to Public Policy.

Unit-II : Institutional Arrangement for Policy Making

Unit-III : Policy Implementation, Policy Monitoring and Evaluation,

Unit- IV : Policy Analysis, Problem and Prospects of Public Policy

Essential Readings:

1. R.K. Sapru, **Public Policy** "Public Policy: Foundation, Implementation and evaluation", New Delhi, Sterling, 2012.
2. R.K. Sapru, "Public Policy: Art and Craft of Policy Analysis" Delhi, PHI Learning, 2013
3. Y. Dror, "Public Policy Making Re-examined", New Jersey, Transaction Publishers, 1989.
4. Aaron Wildavsky, "The Art and craft of Policy Analysis", London, Macmillan, 1980.

Paper-MPA-302-A

Development and Governance

Objective : This paper aims to discuss the association between development and governance.

Outcome : Students would get a critical perspective on how governance matters in development. They would be able to identify key parameters of good governance and different e-governance initiatives

Unit-I : Development and Governance: Contemporary Debates

Unit-II : Good Governance as Reform: Modern Practices, Public Service Approach and Technological Application, Rationale Technology and Governance and E-Governance in Global Sphere

Unit-III : E-Governance in Indian States: Bhumi Experiment, E SISHU.

Unit- IV : Contemporary Problems of Governance.

Suggested Readings:

1. Nirja Jayal and Pratap Bhanu Mehta, Oxford Companion to Politics, 2010
2. Nirja Jayal and Sudha Pai, Democratic Governance in India: Challenges of Poverty, Development and Identity, Sage Publication: New Delhi.
3. Gurpreet Mahajan, 2003. The Public and the Private: Issues of Democratic Citizenship, Sage: New Delhi.
4. Atul Kohli, Democracy and Discontent: India's Growing crisis of Governability, Princeton University.
5. IGNOU, New Delhi, 2006
6. Stuart Corbridge, et.al. 2005. Seeing the State: Governance and Governmentality in India, Cambridge University Press: New York.

Paper-MPA-302-B
Public System Management

Objective: This course introduces the student to the new paradigm of Public System Management with its design and operation of public services. This will enable the students the traditional practice of public administration and the changing discourse on development.

Outcome : Student would get an idea on operational aspect of public service system and generate an understanding on the relevance of transparency in this process.

Unit-I : Public Systems Management: Concept, Nature, Scope and characteristics, Distinctiveness of Public system Management

Unit-II : Social & Political Context of Public system Management Concept of Governance, Inter-governmental Relations in governance

Unit-III : Strategic Management Management Information System, Responsiveness in Public system Management-Accountability

Unit-IV : Transparency & Right to Information Empowerment, Networking and inter-institutional Coordination

Essential Readings:

1. Bidyut Chakrabarty & Mohit Bhattacharya (Eds), 2003, Public Administration: A Reader, Oxford University Press, New Delhi
2. Alaka Dhameja (Ed), "Contemporary Debates in Public Administration", New Delhi, 2003.
3. Ramesh K. Arora(Eds.), 2004, Public Administration: Fresh Perspectives, Aalekh Publishers, Jaipur

4. Bidyut Chakravorty, "Public Administration in a Globalized World", New Delhi, Sage

Paper-MPA-303
Urban Local Governance

Objectives: This paper deals with the wider debate on urban development. It intends to initiate discussion among students about the mechanisms and methods on how the benefit of development to be shared by the local structure of our society.

Outcome : Students would get a detail understanding on structure and process of local governance in the urban sphere. Further, it would be beneficial to develop their skill in addressing complexities with different issues of urban governance.

Unit-I : Growth of Urbanization and its consequences, Rural-Urban Fringe, Rural-urban migration
Features of Urban India: Evolution of Urban Local Self Government, 74th Constitutional Amendment Act

Unit II : Structure and Process of Urban Local Bodies, Sources of Finance of ULBs State Election Commission, State Finance Commission

Unit-III: Urban Planning and Policies, Urban Transport, JNURUM, Urban Land Use & Housing, Development of sub-urban areas Slum Management, Urban Sanitation, Specialized Development Agencies

Unit-IV : Urban Poverty Alleviation Programmes , Urban Public Health State Control over Urban Local Bodies, Problem and Prospects of Urban Local Self-government

Essential Readings:

1. Bijoyini Mohanty, "Glimpses of Local Governance", New Delhi, Kunal Books, 2012.
2. Anirban Kashyap, "Panchayati Raj, Views of Founding Fathers and Recommendations of different committees, Lancer Books, 1989.
3. M. Venkatranga and M. Pattabhiram, "Local Government in India", New Delhi, Allied Publishers, 1969.
4. S.R. Maheswari, "Local Government in India", Agra, Lakshmi Narain Agarwal, 1984.

Paper –MPA – 304

Research Methodology

Objective: This Course offers familiarity with research tools and techniques in Social Sciences Research.

Outcome : Students would be able to identify relevant research problems alongwith hypotheses formation. They will be also get an understanding on how to apply different research tools to collect and analyse data.

Unit-I : Meaning of Research, Objectives, Features, Scientific Method and Non-Scientific Methods, Importance of Research in Social Science

Unit-II : Research Problem, Hypotheses, Research Design

Unit-III : Sampling: Process and Types, Scaling, Data Collection, Questionnaire, Observation Survey and Schedule Methods

Unit-IV : Data Analysis Techniques, Report writing. Different styles of writing

Essential Readings :

1. Coughlan M., Cronin P. and Ryan F. (2007). Step-by-step guide to critiquing research. Part 1: quantitative research. British journal of Nursing 16 (11).
2. Creswell, JW. (1998). Qualitative Inquiry and Research Design Choosing Among Five Traditions. Thousand Oaks, CA: Sage Publications.
3. Crotty, M. (1998). The Foundations of social research: Meaning and perspective in the research process. London: Sage.
4. Kothari C., R. (2004). Research Methodology: Methods and Techniques. New Delhi. New Age International (P) Limited, Publishers.
5. Denzin, NK. (1978). Sociological Methods. New York: McGraw-Hill.

Paper – MPA-305

Financial Administration in India

Objective : This paper aims to discuss various concepts, policies and institutional framework associated with financial administration in India.

Outcome : With the completion of this paper, students would have an substantive understanding on how finance as a resource support is critical to the efficacy of different policies.

Unit-I : Concept of Budget, Types and Forms, Performance Budgeting, Zero Budgeting, Gender Budgeting , Budgetary Process in India, Budget as a political instrument.

Unit-II : Monetary and Fiscal Policies; Role of Finance Ministry; RBI, Parliamentary control over public expenditure, Resource Mobilization and Division of Resources, Tax Reforms

Unit-III : Finance Commission, Fiscal Federalism

Unit-IV : Financial Accountability; Audits and Accounts; Social Audit, Gender Auditing.

Suggested Readings:

1. Kausik Basu, Oxford Companion to Economics
2. Pranab Bardhan, Development and Democracy in India Dutta and Sundaram, Indian Economy
3. Rumki Basu, An Introduction to Public Administration

Paper – MPA – 305-A

Technology and Governance

Objective: E-Governance has been developed as an instrument of ‘Good Governance’. This course has been designed to educate the students in the role ICT in developing administration and citizen services.

Outcome : Students would be able to get a practical understanding on how application of technology is essential to ensure public service accountability.

Unit-I : E-Governance: Concept and significance, Information and Communication Technology: Concepts and Components

Unit-II : ICT: Roles and Applications, Role of ICT in Administration and Rural Development

Unit-III : E-Learning: Role of ICT in Education and Training, Delivery of Citizen Services: Role of ICT, Role of ICT in Local Governance

Unit-IV: Information Policy: RTI Act 2005 E-Commerce, ICT implementation in Governance: Issues and Challenges Citizen-Government Interface

Essential Readings :

1. Budhiraja, Renu (2001) 'Electronic Governance — A Key Issue in the 21st Century', Ministry of Information Technology, India.
2. Government of India (2001a) E-Governance. Ministry of Personnel, Public Grievances and Pensions.
3. Bhatnagar, Subhash, 2004, E-government: From Vision to Implementation A Practical Guide with Case Studies, Sage, New Delhi
4. Gupta, MP, Prabhat, Kumar, and Jaijit, Bhattacharya, 2004, Government Online Opportunities and Challenges, Tata McGraw-Hill Publishing Company Ltd., New Delhi
5. Heeks, Richard (1998a) 'Information Age Reform of the Public Sector: The Potential and Problems of IT for India', Working Paper No. 6. Manchester: Institute for Development Policy and Management, University of Manchester.
6. Jaju, Sanjay, E-Governance Projects and Experiments at National level, in E-Governance

Semester-IV

Code	Course Name	Marks	Credit	Category
MPA-401	Welfare Administration	100	4	A
MPA-402	Human Resource Management	100	4	A/C
MPA-403	Indian Administration : Issues and Trends	100	4	B/C/D
MPA-403-A	Disaster Management	100	4	
MPA-403-B	Tribal Administration	100	4	
MPA-404	Ethics and Governance in Public Administration	100	4	
MPA-405	Dissertation (Thesis) Viva-Voce	100 100	6	
Total		500	22	

Paper – MPA-401 Welfare Administration

Objectives: Welfare is an essential objective of Public Administration in a democratic state. With an expansion of citizenship rights, the role of bureaucracy has also been transformed. Now one of its primary objective is to deliver welfare with an effective manner. Thus, the paper aims to provide both the conceptual idea on welfare and how it has been applied in case of social groups and different sectors.

Outcome : Students would get an idea about how welfare initiatives has been taken both in a targetted and universal manner. In this process, they also get the knowledge about the role of various institutions.

Unit-I : Welfare and Equality: Conceptual Debates, State, Social Justice and Social Change Welfare Administration, Constitutional Provision and Institutions in India; Central Social Welfare Board, State Social welfare Board, Human Rights Commission, Issues and Trends

Unit-II : Welfare Policies and Public Administration: Exploring Categories in India (Scheduled Caste, Scheduled Tribes, Gender, Minority, Occupation)

Unit-III : Universal Welfare and Social Sectors: Health and Education

Unit-IV : Welfare to Entitlement: Empowerment thesis, Participation in Development

Essential Readings:

1. Nirja Jayal, Welfare and Indian States, EPW,
2. Nirja Jayal, Citizenship and Its Discontents, OUP, 2015
3. Anil Saxena, 2006, Encyclopaedia of social welfare, Vol., Anmol Publishers, New Delhi
4. Dr. Ravi Prakash Yadav, 2010, Social Welfare Practices
5. Wilensky, H. 1975 *The Welfare State and Inequality*. Berkeley: University of California Press
6. Iversen, T. and Cusack, T. 2000. 'The causes of welfare state expansion'. *World Politics*, 52
7. Esping-Andersen, G. 1990 *The Three Worlds of Welfare Capitalism*. Cambridge: Polity Press
8. Vidhu Verma. 2012. Non-discrimination and Equity in India: Contesting Boundaries of Social Justice, Rutledge: London.
9. Gurpreet Mahajan, Difference and Social Justice in India, Oxford University Press.

Paper – MPA- 402
Human Resource Management

Objective: Any Organisation has three important resources- men, material and money. Out of these the human resource occupies a pivotal position as it is the human resource which makes an efficient use of money and material. Therefore, it was thought important to introduce this paper in the Masters Programme in Public Administration.

Outcome : Study of the acceptable human behavior and hyphenating organization into the behavior-management specter provides enhanced application capacity to the students.

Unit-I : Human Resource Management – Meaning, Nature and Evolution, Functions of HRM and New Trends in HRM.

Unit-II : Human Resource Planning, Job Analysis, Work Design, Recruitment, Promotion and Transfer

Unit-III : Concept of HRD, Training and Development, Career Planning and Career Development .

Unit-IV : Performance Appraisal, Compensation, Employment Relations – Collective Bargaining.

Unit- V : Human Resource Information System (HRIS), Human Resource Audit (HRA), Future of HRM, Issue of HRM- Stress Management

Essential Readings:

1. Niranjana Pani, "Management Concepts, Organisational Behaviour, Human Resource Management", New Delhi, Kunal Books, 2009.
2. T.N. Chhabra, "Human Resource Management; Concepts and Issues", Delhi, Dhanpatirao and Co. 2012.
3. P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations", Himalaya Publishers, Mumbai, 2010.
4. K.B. Aswathappa, "Personnel and Human Resource Management," Tata Mc. Graw Publishing House, 2003

Paper-MPA-403-A
Disaster Management

Objective: India is amongst the nations most vulnerable to natural hazards. The basic responsibility for undertaking rescue, relief and rehabilitation measures in the event of natural disasters is that of the state government concerned. Therefore, this course has been designed to educate the students in disaster management administration.

Outcome : Students would get a basic understanding on how knowledge on disaster management is critical towards the possibility of a sustainable society.

Unit-I : Disaster and its type, Flood Draught, Cyclone, Geographical Disaster, Earthquake, Landslide, Avalanches, Volcanic Eruptions, Climatic Disaster-Heat and Cold Wave, Climate Change, Global Warming, Sea level Rise, Ozone Depletion

Unit-II : Disaster Management Cycle, Disaster Management –Recent trends, Vulnerability analysis and Risk assessment

Unit-III : Disaster Preparedness- The Indian Context, Disaster Prevention, Disaster Mitigation- Institutional Arrangements at National level and State levels.

Unit- IV : Disaster Management Strategies, Disaster Response: Rehabilitation, Reconstruction and Recovery

Essential Readings :

1. Albala-Bertrand, J.M. 1993. The Political Economy of Large Natural Disasters. Oxford: Clarendon Press.
2. Alexander, D.A. 1993. Natural Disasters. New York: Chapman and Hall.
3. Alexander, D.A. 2000. Confronting Catastrophe. New York: Oxford University Press.
4. Anderson, J.E. 1994. Public Policy making: An Introduction. Boston, MA: Houghton Mifflin Company.
5. Anderson, W. 1998. A history of social science earthquake research: From Alaska to Kobe. In The EERI Golden Anniversary Volume 1948-1998. Oakland, CA, Earthquake Engineering Research Institute. Pp. 29-33.

Paper-MPA-403-B

Tribal Administration

Objective : This paper has the core objective to discuss different administrative strategies undertaken by the government towards tribal development in India.

Outcome : Student would get an idea who could be identified as tribe in India. They will also get an understanding on how various development initiatives have been taken by the government for tribal welfare.

Unit-I : Tribal Development Strategies: Phases of Isolation, Assimilation and Integration, Tribal Development through Five Year Plans:- ITDP, MADA

Unit-II : Constitutional Provisions for Schedule Tribes, Tribal Development Programmes: Its Implementation, Problem and Challenges

Unit-III : Tribal Development Institutions: Tribal Development Commissioner, TDCCOL, LAMP, THRTI.

Unit- IV : Role of NGOs in Tribal Development, Need for Tribal Participation in Development and Inclusive Growth, Role of Tribal in Forest Development and Afforestation

Essential Readings :

1. Singh AK 1999. Tribal Development in India. 2nd Edition. New Delhi: Classical Publishing Co.
2. Singh Sakendra Prasad 1983. Development programmes for the tribals: Need for new approach. The Indian Journal of Public Administration, 29(4): 898-906.
3. Sreekumar SS 2001. Tribal development administration in the islands. The Indian Journal of Public Administration, 47(4): 715-726.

Paper: MPA-404

Ethics and Governance in Public Administration

Objective : Ethics and values has key role in smooth functioning of public administration system. It is recognised as a preferred way of measuring how public institutions conduct public affairs and manage public resources based on the needs of a specific town, state or country. However, administering accountability in governance and ethical practices are a difficult task. These specific factors influence ethics and good governance in public administrative systems. This paper provides the understanding about the above complexities.

Outcome : Students would get an idea on different levels of ethics in governance and how they are dependent on the social, economic, political, cultural, legal-judicial and historical contexts of the country.

Unit-I : Introduction to Ethics in Public Administration: Meaning and Relevance, Evolution of Ethical Concerns in Administration, Significance of ethics in Public Administration, Issue of Ethics: Foci and Concerns, Code of Administrative Ethics, Dimensions of Ethics and key concepts, Future Perspective of ethics in Public Administration

Unit –II : Administrative theories of ethics and governance, Governance and ethics in Public services, Philosophical Ethics

Unit –III : Understanding Governance and ethics of Governance, Models of Ethical Decision Makings, Principles of Ethical Governance, Nature of work ethics. Public/ Civil Services values and ethics in Public Administration. Ethical Issues in Public services, Committees on Ethics in Administration

Unit-IV : Code of Conduct, Code of Ethics, Importance and Rules of Code of Conduct and integrity for Public/ Civil Services, Social Responsibility and Good Governance in Public Administration.

References/Readings:

1. Patrick J. Sheeran, Ethics in Public Administration: A Philosophical Approach
2. Dean Geuras, Practical Ethics in Public Administration
3. Dhameja, Alka, Role of Ethics in Public Administration
4. Eric K. Austin, Administrative Theory of Ethics
5. Ramesh K Arora, Ethics, Integrity and Values in Public Service

6. M.E. Sharpe, Ethics and integrity in Public Administration: Concepts and Cases
7. Terry Cooper, Handbook of Administrative Ethics
8. Mohammed Ali Rafath, Bureaucracy and Politics: Growth of Service Jurisprudence in All India Services

MPA-405
Dissertation (Thesis)

Objective : This paper aims to provide an opportunity to students to apply their research skill through review of literature and field studies on any of their chosen topics to produce a dissertation writing.

Outcome : After doing this exercise, students would be able to get a systematic knowledge on how to develop scientific writing.