



**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
<b>Total</b>		<b>500</b>	<b>20</b>	

**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
<b>Total</b>		<b>500</b>	<b>20</b>	

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

**Semester-III**

<b>Code</b>	<b>Course Name</b>	<b>Marks</b>	<b>Credit</b>	<b>Category</b>
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	
<b>Total</b>		<b>500</b>	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**

<b>Code</b>	<b>Course Name</b>	<b>Marks</b>	<b>Credit</b>	<b>Category</b>
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-404	Ethics and Governance in Public Administration	100	4	
MPA-405	Dissertation (Thesis) Viva-voce	100	4	
<b>Total</b>		<b>500</b>	22	

## 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
<b>Total</b>		<b>500</b>	<b>20</b>	

### **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. Maheswari, "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 Chakraborty & 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
<b>Total</b>		<b>500</b>	<b>20</b>	

#### 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 21<sup>st</sup> 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 Redressal 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 and China", 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)73<sup>rd</sup> 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-303-A	Disaster Management			
MPA-303-B	Tribal Administration			
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	
<b>Total</b>		<b>500</b>	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. Saprú, "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. Saprú, **Public Policy** "Public Policy: Foundation, Implementation and evaluation", New Delhi, Sterling, 2012.
2. R.K. Saprú, "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 Co-ordination

**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, 74<sup>th</sup> 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. Venkatrangaya 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-303-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-303-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 – 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-ScientificMethods, Importance of Research in Social Science

**Unit-II :** Research Problem, Hypotheses, Research Design

**Unit-III :** Sampling: Process and Types, Scaling, Data Collection, Questionnaire, ObservationSurvey 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 overpublic 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-404	Ethics and Governance in Public Administration	100	4	
MPA-405	Dissertation (Thesis) Viva-Voce	100	4	
<b>Total</b>		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**  
**Indian Administration: Issues and Trends**

**Objectives:** Indian Administration is a context driven response to problems confronting Indian society. It has become an endeavor on the part of public administrators for building specific skill and formulating public policies, which are required to address the identified problems in the Indian socio-economic and political systems. In this context the paper seeks to enlighten the students on the current issues and problems of Indian administration.

**Outcome:** Students would be able to understand current issues and trends of Indian administration. Such understanding would enhance their knowledge base along with development of skill on how to access various institutions dealing with administrative issues.

**Unit – I**

Grievance Redressal Mechanism for Citizens: Judicial Review, Empowerment , Right to Information, Lokpal and Lokayukta

**Unit – II**

Administrative Reforms: Privatization and Disinvestment, Social exclusion and inclusive policies, Digital Governance and its Problems, Public Services Acts

**Unit – III**

Environmental Issues: Disaster and Its Management in India-Preparedness and Mitigation, Recovery and Rehabilitation

**Unit – IV**

Socio – Political movements – Tribal Movement, Peasants' Movement, Workers' Movement and Women's Movement.

**Essential Readings:**

1. Arun Maira,(2014), "Remaking India, One Country One destiny", New Delhi Response books.
2. Niraja Gopal Jayal, Pratap Bhanu Mehta, (2015), "The Oxford Companion to Politics in India", New Delhi Oxford.
3. Vasudeva, (2013), "E-Governance in India; A Reality", New Delhi Commonwealth Publishers.
4. S.R. Maheshwari, (2013), "Administrative Reforms in India".
5. B.K. Mishra, and G.K. Panda(2014) (ed.) "Natural Hazards and Disaster Management Concepts and Approaches", Bhubaneswar, Artech.

**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.

**Essential 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.