



Faculty of Humanities and Social Sciences

Scheme of Examination and Syllabus for Post Graduate Programme

M.A. Public Administration

as per NEP-2020

w.e.f. session 2025-26 (in phased manner)



**Guru Jambheshwar University of Science &
Technology, Hisar-125001, Haryana**

(A+ NAAC Accredited State Govt. University)



Guru Jambheshwar University of Science and Technology
Hisar-125001, Haryana
(‘A+’ NAAC Accredited State Govt. University)



Name of the Programme: MA (Public Administration)
Scheme of Examination for affiliated Degree College
According to National Education Policy-2020

Type of Course	Course Code	Nomenclature of Course	L	T	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks	Exam (Hrs)
DSC	P25PUB101T	Administrative Thinkers – I	3	1	4	4	30	70	100	3
	P25PUB102T	Administrative Theory	3	1	4	4	30	70	100	3
	P25PUB103T	Indian Administration	3	1	4	4	30	70	100	3
DEC (Opt any two)	P25PUB111T	Comparative & Development Administration	3	1	4	4	30	70	100	3
	P25PUB112T	Social Welfare Administration	3	1	4	4	30	70	100	3
	P25PUB113T	Environment Administration	3	1	4	4	30	70	100	3
VAC		To be opted from the Pool of VAC	2	-	2	2	15	35	50	2

NOTE: Internship of 4 credits of 4 weeks (120 Hrs) duration after 2nd semester is mandatory for each student either for enhancing the employability or for developing research aptitude

Type of Course	Course Code	Nomenclature of Course	L	T	Credits	Contact Hours	Internal Marks	External Marks	Total Marks	Exam (Hrs)
DSC	P25PUB201T	Administrative Thinkers - II	3	1	4	4	30	70	100	3
	P25PUB202T	Public Financial Administration	3	1	4	4	30	70	100	3
	P25PUB203T	Public Personnel Administration	3	1	4	4	30	70	100	3
DEC (Opt any two)	P25PUB211T	Economic Administration & Public Sector Management	3	1	4	4	30	70	100	3
	P25PUB212T	Police Administration	3	1	4	4	30	70	100	3
	P25PUB213T	Project Management	3	1	4	4	30	70	100	3
Seminar	P25PUB201S	Seminar			2	2			50	
Internship	P25PUB201I	Internship			4				100	

DSC=Discipline Specific Course, DEC= Discipline Elective Course, VAC= Value Added Course, T=theory, P=Practicum/Practical, S=Seminar, L=Lecture, T= Tutorial

VAC for other department

VAC	P25VAC107	Good Governance	2	-	2	2	15	35	50	2
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IMPORTANT INSTRUCTIONS:

1. Internal Assessment will be broadly 30% of the total marks and weightage of 70% shall be given to evaluation of End-Term examination(s).
2. Internal Assessment (30%) shall be broadly based on the following defined components: Class Participation; Seminar/Presentation/Assignment/Quiz/Class Test, etc. in case of Theory examination and Seminar/Demonstration/Viva-Voce/Lab record, etc. in case of Practical examination; Mid-Term Exam.
3. Internal Assessment Marks will be further distributed as mentioned in the Ordinance governing PG Programmes for UTDs and affiliated degree Colleges as per National Education Policy-2020 by the university.

Program Outcomes:

- PO1:** To provide in-depth knowledge of public administration theories, praxis, and their linkages with policy formulation, governance structures, and public service delivery in national and global contexts.
- PO2:** To strengthen analytical and research skills for evaluating administrative systems, public policies, and institutional frameworks through empirical and theoretical approaches.
- PO3:** To foster professional competencies such as ethical leadership, strategic decision-making, team coordination, and effective communication for managing public organizations and community-oriented programs.

Public Administration
Administrative Thinkers - I
Discipline Specific Course (DSC) Semester-I

Code: P25PUB101T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt four questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The course is designed to provide students with a broad understanding of the evolution and development of administrative theories, both from classical and modern perspectives. It covers the contributions of key Indian thinkers such as Kautilya, and Mahatma Gandhi along with Western theorists including Taylor, Fayol, Weber, Simon, and others. The course highlights major approaches like scientific management, classical theory, and human relations. Through this, students will gain conceptual clarity and analytical insights into administrative functions and organizational dynamics.

UNIT-I

Oriental Thought

Sun Tzu – The Art of War
Kautilya – Arthashastra
Mahatma Gandhi – Swaraj and Suraj

UNIT-II

Classical School of Thought

Woodrow Wilson – The Study of Administration
Frederick Winslow Taylor – Scientific Management
Henri Fayol - Foundations of Administrative Management
Luther Gulick and Lyndall Urwick - The science of administration

UNIT-III

The Bureaucratic School of Thought

Karl Marx – State and Bureaucracy
Max Weber - Bureaucracy
Gordon Tullock - The Politics of Bureaucracy

UNIT-IV

Social System School of Thought

Mary Parker Follett – Constructive Conflict and Leadership
Elton Mayo – Human Relations Movement
Chester I. Barnard – Functions of the Executive

Administrative School of Thought

Herbert A. Simon – Administrative Behaviour
Dwight Waldo – The Administrative State

Essential Readings

1. Baker R J S (1972), Administrative Theory and Public Administration, Hutchinson, London
2. Barnard, Chester (1969), The Functions of Executive, Cambridge, Harvard University Press
3. Donald Menzel and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. New York: M. E. Sharpe.
4. Frank Marini, (1971). Towards a New Public Administration: The Minnow brook Perspective, Chandler Publications, University of Columbia.
5. George H. Fredrickson (et al).(2003). The Public Administration Theory' Primer, Westview Press
6. Golembiewski, Robert T, (1977). Public Administration as a Developing Discipline, Marcel Dekker.

7. Golembiewski, Robert T, Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21-49, March 1974.
8. Henry Fayol, (1957). General and Industrial Management. Issac Pitman, London.
9. Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
10. Jay M. Shafritz (ed) (1998), International Encyclopaedia of Public Policy and Administration, Westview Press
11. Luther Gulick & Lyndall L Jrwick (eds.)(1937), Papers on Science of Administration, New York Institution of Public Administration, New York.
12. Lyndall Urwick & E F L Brech (1955), The Making of Scientific Management, Issac Pitman, London
13. Mahajan, A P (2025), Insights of Administrative Thinkers: Exploring the foundations of Public Administration, Routledge
14. Maheshwari, S R (2003), Administrative Thinkers, (2nd edition), Delhi: MacMillians Indian Ltd
15. Lyndall Urwick (1947), The Elements of Administration, Issac Pitman & Sons, London
16. Martin Albrow (1970)., Bureaucracy MacMillan, London
17. Prasad, Ravindra. D (et al) eds (2013). Administrative Thinkers, Sterling Publishers, New Delhi. (English & Hindi)
18. Waldo, Dwight (1968), The Study of Public Administration, Random house, New York
19. White, Jay D. and Guy B. Adams (1994), Research in Public Administration: Reflections on theory and Practice, Sage.

Course Outcome:

After completing this course, the learner would be able to:

- CO1:** Understand foundational administrative theories, including contributions from key thinkers like Kautilya, Taylor, Weber, and Simon.
- CO2:** Critically evaluate the evolution of administrative thought and its relevance to modern public administration practices.
- CO3:** Apply theoretical knowledge to analyze real-world administrative challenges, enhancing problem-solving and decision-making skills in governance and management contexts.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	S	M	W

S= Strong M=Medium W=Weak

**Public Administration
Administrative Theory
Discipline Specific Course (DSC) Semester-I**

Code: P25PUB102T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: This paper will familiarize the student with the basic concepts of Public Administration in developed and developing countries. In addition, the course will also cover new areas and developments in the field of Public Administration. The paper will also cover various theories of organization. Apart from regular classroom teaching, special talks/lectures from experts as well as practitioners will be organized to establish links between theory and practice and develop the student's critical skills.

UNIT-I

Meaning, Nature and Scope of Public Administration
Evolution of the discipline and its present status in developed and developing countries, New Public Administration; New Public Management
Public Choice Theory, Principal-Agent Theory
Globalization and Public Administration - Paradigm shift from Government to Governance, New Public Service

UNIT-II

Organization: Meaning; Types: Formal and Informal Organization
Principles of Organization: Division of Work, Hierarchy, Unity of Command
Span of Control, Authority, Power and Responsibility
Delegation, Centralization and Decentralization

UNIT-III

The Chief Executive: Types, Functions and Role
Line and Staff Agencies; Headquarter and Field Relationships
Communication: Concept, Process and Barriers
Supervision: Concept, Process and Barriers

UNIT-IV

Coordination: Concept, Process and Barriers
Decision-making and Leadership
Accountability of Administration: Legislative, Executive and Judicial
Administrative Reforms: Concept and Philosophy

Essential Readings

1. Arora, R. K. (Ed.). (1979). *Perspectives in Administrative Theory*. New Delhi: Associated. Awasthi and Maheshwari (2017). *Public Administration*. Agra: Lakshmi Narain Agarwal Educational Publishers.
2. Bhambri, C. P. (2010). *Public Administration Theory and Practice* (21st ed.). Meerut: Educational Publishers.
3. Bhattacharya, M. (2000). *Public Administration*. Calcutta: World Press.
4. Bhattacharya, Mohit (2016). *New Horizons of Public Administration*. New Delhi: Jawahar Publishers.
5. Denhardt, Robert B. & Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. *Public Administration Review*. 60(6): 549-559
6. Drucker, P. F. (1999). *Management: Tasks, Responsibilities, Practices*. Bombay: Allied Publishers.
7. Etzioni, A. (1995). *Modern Organizations*. New Delhi: Prentice Hall.

8. Fadia, B.L. and Fadia, Kuldeep (2017). *Public Administration in India*. Agra: Sahitya Bhawan.
9. Government of India Second Administrative Reforms Commission. (2008). First Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi
10. Henry, N. (2012). *Public Administration and Public Affairs* (12th ed.). New Jersey: Prentice Hall. Hersey, P., & Blanchard, K. H. (2007). *Management of Organisational Behaviour*. New Delhi.
11. Nigro, F. A., & Nigro, C. (1989). *Modern Public Administration* (7th ed.). New York: Lloyd Harper and Row.
12. Polinaidu, S. (2014). *Public Administration*. New Delhi: Galgotia Publications
13. Sharma, M.P. and Sadana, B.L. (2010). *Public Administration in Theory and Practice*. New Delhi: Kitab Mahal.

Readings in Hindi

1. Awasthi and Maheshwari (2020). *Lok Prashasan*. Agra: Lakshmi Narain Agarwal Educational Publishers.
2. Bhattacharya, Mohit (2007). *Lok Prashasan Ke Naye Ayaam*. New Delhi: Jawahar Publishers. Maheshwari S.R. (2004). *Prashasnik Vicharak*. MacMillan India Ltd.
3. Prasad, Prasad and Rao (2011). *Prashasnik Chintak*. New Delhi: Jawahar Publishers & Distributors.
4. Sharma, M.P. and Sadana, B.L. (2013). *Lok Prashasan: Sidhant Evam Vyavhaar*. New Delhi: Kitab Mahal

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the fundamentals of Public Administration.

CO2: Develop knowledge of organizational structure and functioning, including principles.

CO3: Understand the roles and responsibilities of the executive and administrative machinery

CO4: Enhance critical thinking on leadership, accountability, decision-making, and administrative reforms

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	S	M	W
CO4	W	M	S

S= Strong M=Medium W=Weak

**Public Administration
Indian Administration
Discipline Specific Course (DSC) Semester-I**

Code: P25PUB103T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The course aims to procreate an understanding among students about the concept of Indian administration especially executive, legislature and judiciary at union level. The students will gain insights of functioning of the state as well as district administration.

UNIT-I

Constitutional and Historical Foundations

Evolution: Ancient, Mughal and British Periods

Constitutional Framework: Preamble Philosophy, Parliamentary and Federal features

Fundamental Rights, Directive Principles of State Policy, and Fundamental Duties

UNIT-II

Union Government Structure and Functions

Union Executive: President, Prime Minister and Council of Ministers

Central Secretariat, Cabinet Secretariat and Prime Minister Office

Election Commission and Electoral Reforms, Union State Relations

Judiciary: Structure, Role of the Supreme Court, and Judicial Review & PIL

UNIT-III

State and District Administration

State Executive: Governor, Chief Minister, and State Council of Ministers

State Legislature: Composition and Powers

State Secretariat and Directorate: Role and Responsibilities

District Administration: Role of the District Collector

UNIT-IV

Planning, Regulation, and Reforms

From Planning Commission to NITI Aayog: Structure & Functions

Relationship between Political and Permanent Executive

Generalist and Specialist in Administration

Indian Administration: Problems and Challenges

Essential Readings

1. Arora, Ramesh K. and Goyal, Rajni (2013) Indian Public Administration: Institutions and Issues (3rd edition). New Delhi: New Age International Publishers
2. Avasthi A. (1980) Central Administration. New Delhi: Tata McGraw Hill
3. Basu, D.D. (2008) Introduction to the Constitution of India. (20th ed.). New Delhi: Wadhwa and Company.
4. Chakraborty, Bidyut (2016) Indian Administration. New Delhi: Sage
5. Chaudhary Surjit, M Khosla and P Mehta. 2016. The Oxford Handbook of the Indian Constitution. New Delhi: OUP
6. G. Austin. (2010) The Indian Constitution: Cornerstone of a Nation. New Delhi: OUP
7. Hasan Zoya, E. Sridharan and R. Sudarshan. (2013) India's Living Constitution: Ideas, Practices and Controversies. New Delhi: Permanent Black
8. J. Manor. (1994) 'The Prime Minister and the President', in B. Dua and J. Manor (eds.) Nehru to the Nineties: The Changing Office of the Prime Minister in India, Vancouver: University of British Columbia Press 4
9. J. Manor. (2005) 'The Presidency', in D. Kapur and P. Mehta P. (eds.) Public Institutions in India: Performance

- and Design. New Delhi: OUP
10. Kapur, Devesh; Mehta, Pratap Bhanu and Vaishnav, Milan (Eds.) (2017) Rethinking Public Institutions in India. Oxford University Press: New Delhi
 11. L. Rudolph and S. Rudolph. (2008) 'Judicial Review Versus Parliamentary Sovereignty', in Explaining Indian Institutions: A Fifty Year Perspective, 1956-2006: Volume 2: The Realm of Institutions: State Formation and Institutional Change. New Delhi: OUP
 12. Maheshwari, S.R., (2007) Indian Administration (English & Hindi). New Delhi: Orient Longman
 13. Misra B.B., (1970) The Administrative History of India. London: Oxford University Press
 14. R. Bhargava. (2008) 'Introduction: Outline of a Political Theory of the Indian Constitution', in R. Bhargava (ed.) Politics and Ethics of the Indian Constitution, New Delhi: OUP
 15. Sharma, Ashok (2016) Administrative Institutions in India. RBSA Publishers: Jaipur
 16. U. Baxi. (2010) 'The Judiciary as a Resource for Indian Democracy', Seminar, Issue 615, pp. 61-67.
 17. V. Hewitt and S. Rai. (2010) 'Parliament', in P. Mehta and N. Jayal (eds.) The Oxford Companion to Politics in India, New Delhi: OUP

Readings in Hindi

1. Avasthi & Avasthi (2017). Bhartiya Prashasan. Agra: Laxmi Narain Aggarwal
2. Fadia B.L (2021). *Bharat Mein Lok Prashasan*, Sahitya Bhawan.
3. Jain Nishant and Sharma G.L (2020). *Bharat Mein Lok Prabandhan*. Prabhat Prakashan Jain
- Pukhraj (2022). *Bhartiya Shasan Evam Rajniti*. Sahitya Bhawan.
4. Maheshwari S.R (2008). *Bharatiya Prashasan*. Lakshmi Narayan Agarwal

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the historical evolution and constitutional foundations of Indian Administration.

CO2: Gain comprehensive knowledge of the structure and functioning of the Union Government.

CO3: Analyse the functioning of State and District Administration.

CO4: Critically assess administrative planning, regulation, and reforms in India.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

**Public Administration
Comparative and Development Administration
Discipline Elective Course (DEC) Semester-I**

Code: P25PUB111T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks:40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: This course attempts to develop a better understanding about development administration. The students will be taught about the concept, debates, machinery of planning, role of civil society, people's participation. This course also attempts to develop a better understanding of theoretical as well as practical aspect of comparative public administration. In this, students will be made to learn the concepts, approaches, and administrative system working in different national setting.

UNIT- I

Foundations of Comparative Public Administration

Meaning, Nature, Scope and Importance of Comparative Public Administration
Evolution and Critique of Comparative Public Administration

UNIT-II

Approaches and Models in CPA

Approaches and Methods to the study of Comparative Administration: Institutional, Behavioural, Structural-Functional, Ecological (Rigg's Typology) and Systems Approaches
Administrative model of USA, UK, France & Japan

UNIT-III

Understanding Development Administration

Development Administration: Concept and Scope; Contribution of Fred Riggs, Dwight Waldo and Edward Widener; Approaches to Development Administration
Sustainable Development and Sustainable Development Goals (SDGs)

UNIT-IV

Institutions and Actors in Development Administration

Role of Civil Society in Development Administration and People's Participation in Development Administration; Bureaucracy and Development: Role of Bureaucracy in Development; Emergence of Non-State actors in Development Administration
Globalization and Development Administration, Human Development Indicators and Social Audit

Essential Readings

1. Ali Farazmand, (2001) Handbook of Comparative and Development Public Administration, Marcel Dekker,
2. NY. Esman, Milton J (1970) CAG and the study of public administration in F. W. Riggs (Ed.). The frontiers of development administration (pp.41-71).
3. Durham, North Carolina: Duke University Press. Heady, F (1996) Public administration: A comparative perspective (5th ed.). New York:
4. Marcel Dekker. Pai Panandikar, V.A. (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.
5. Riggs. F. W. (1970). The ecology of administration. Bloomington: Indiana University.
6. Raza, Ahmed, (2014) Does Turkish Model of Democracy Lack Empirical Validity in the Arab World? A Comparative Analysis, Mewar University, JIR, Volume. 2 No.1, January-March, 2014, 40-45
7. Swerdlow, I. (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.

8. W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Carolina: Duke University Press.
9. Waldo, D. (1963). Comparative public administration prologue, performance and problems, Indian Journal of Political Science, 24(3). 177-216.
10. Weidner, W. E. (1970a). (Ed.), Development administration in Asia, Durham, North Carolina: Duke University Press
11. Ali Farazmand, (2001) Handbook of Comparative and Development Public Administration, Marcel Dekker,
12. NY. Heady, F (1996). Public administration: A comparative perspective (5th ed.). New York: Marcel Dekker. Heaphey,
13. J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3), 242-249.
14. Montgomery, J. (1966). Approaches to development polities, administration and change, New York: McGraw Hill.
15. Raphaeli, N. (1967). Readings in comparative public administration, Boston, Massachusetts: Allyn and Bacon.
16. Riggs, F. W. (1970). The ecology of administration. Bloomington: Indiana University. Singh, P.K., A Survey of Indian Development Policy: Need for Governance, Interdisciplinary Journal of Contemporary Research, Assam University, Silchar.2015,
17. Raza, Ahmed, "Impact of e-governance on democratic decentralization in India, KILA Journal of Local Governance, Vol. 2 (1) January-June 2015, 91-101
18. Swerdlow (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.
19. Anupma Puri Mahajan (2020): Development Administration in India: Sage Publication.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the foundational concepts and evolution of Comparative Public Administration.

CO2: Analyze various approaches and models used in the study of CPA.

CO3: Gain conceptual clarity on Development Administration and its relevance in modern governance.

CO4: Critically examine the role of institutions and actors in development, including civil society, bureaucracy and non-state actors.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Social Systems and Welfare Administration
Discipline Elective Course (DEC) Semester-I

Code: P25PUB112T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks:40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The endeavour is to make the student understand the multi- disciplinary nature of the subject of Public Administration and the relationship between Sociology and Public Administration. The students will be apprised about the basic concepts of social structure, social change in contemporary Indian Society, social policy and social tensions and their relevance in the field of Public Administration.

UNIT-I

Relevance of Sociology to Public Administration
Concept and Elements of Social Structure: Groups; Status and Role; Norms and Values Social
Stratification: Caste; Class - Difference and Convergence
Welfare State: Concept & Philosophy

UNIT-II

Social Change: Concept; Sources; Resistance Social
Change in Contemporary Indian Society
Social Tensions and Resolutions – Communalism; Regionalism; Violent Class Struggle

UNIT-III

Social Policy and Legislation in India: An Overview with special focus on SDGs Social Justice and Affirmative
Action Welfare Programmes for SC, ST and OBCs, Women/ Children, Aged, Differently-abled (Divyang) and
Minorities
National Commission/s on Women, SC/ST, Minority- Role and Functions.
Protection of Women from Domestic Violence Act, 2005

UNIT-IV

Union Ministry of Social Justice & Empowerment: Provisions & Implementation of Social Policy; Major
programmes implemented; State Social Welfare Department
Central Social Welfare Board; State Social Welfare Board

Essential Readings

1. Bulsara, J.F. & Verma (2006). *Perspective in Social Welfare in India*. New Delhi: S. Chand & Co.
2. Blakemore Ken and Warwick Booth Louise. (2017). *Social Policy: An Introduction*. Jaipur: Rawat Publications.
3. Chowdhary, D.P. (1976). *Social Welfare Administration*. Delhi: Atma Ram and Sons.
4. Dube, S.C. (2009). *Modernization and Development: The Search for Alternative Paradigms*. 2nd ed. New Delhi: Sage Publishers.
5. Kuppaswamy, B. (2006). *Social Change in India*. Delhi: Konark Publisher Pvt. Ltd.
6. Moore, W.E. (1965). *Social Change*. New York: Prentice Hall.
6. Smelser, Neil J. (1970). *Introduction to Sociology*. New York: Wiley.

Readings in Hindi

Pandey, Tejaskar and Pandey, Baleshwar (2019). *Samaj Kalyan Prashasan*. Jaipur: Rawat.

Further Readings

1. Dreze, Jean. (2017). *Social Policy*. Hyderabad: Orient Blackswan
2. *Encyclopaedia of Social Change*. Vol. 5. (n.d.). New Delhi: Anmol Publishers.
3. Friedlander, W. & Apte, R. (2006). *Introduction to Social Welfare*. 5th Ed. New Delhi: Prentice Hall.
4. Gangrade, K.D. (1978). *Social Legislation in India*. Delhi: Concept Publishing House.
5. Madan, G.R. (2006). *Indian Social Problems*. Vol. II: Social Work. New Delhi: Allied Publishers Ltd.
6. Mendelbaum, David G. (1972). *Society in India*. Bombay: Popular Prakashan.
7. Ministry of Information and Broadcasting (1987). *Encyclopaedia of Social Welfare in India*. Vol. IV. New Delhi: GOI Publications Division.
8. Ministry of Social Justice & Empowerment Govt. of India, Recent Annual Reports
9. Planning Commission (2007-12). Eleventh Five Year Plan. New Delhi: Government of India.
10. Relevant Acts of Parliament and Reports of Commission, Committees & Study Teams. Research, Reference and Training Division (2010). *A Reference Manual*. New Delhi: GOI Publications Division.
11. Robson, W. A. (1976). *Welfare State and Welfare Society: Illusion and Reality*. 2nd ed. London: Allen and Unwin.
12. Roy, K. (2000). *Women and Child Development*. New Delhi: Commonwealth Publishers.
13. Sachdeva, D.R. (2009). *Social Welfare Administration*. Allahabad: Kitab Mahal.
14. Sankhdher, M.M. (1995). *Welfare State*. New Delhi: Deep & Dep.
15. Sharma, G. D., (2016). *Indian Social System*. Delhi: Wisdom Press.
16. Singh, Y. (1986). *Indian Sociology: Social Conditioning and Emerging Concerns*. New Delhi: Vistaar Publications.
17. United Nations. <https://sustainabledevelopment.un.org/?menu=1300>

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the relevance of sociological concepts to public administration.

CO2: Analyse the dynamics of social change and tensions in contemporary Indian society.

CO3: Gain knowledge of social policies, legislation, and welfare programs in India.

CO4: Examine the institutional framework for social justice and empowerment.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

**Public Administration
Administration of NGOs
Discipline Elective Course (DEC) Semester-I**

Code: P25PUB113T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The primary objective of this course is to equip learners with specific knowledge related to NGO management. The course also focuses on the effective management of human resources within NGOs, highlighting the importance of organizational structure, leadership, and team dynamics. Furthermore, it seeks to enhance the learner's skills in project proposal writing and in the proper maintenance of financial records and accounts in NGOs, which are crucial for transparency, accountability, and effective resource utilization.

UNIT-I

Introduction to NGOs

NGOs: Meaning, Definition, and Concepts; Classification and Types of NGOs
Major Functions of NGOs: Service delivery, advocacy, Capacity Building, Research
Role of NGOs in Community Development and Social Change

UNIT-II

NGO Administration and Legal Framework

Challenges in NGOs: Governance, Accountability and Transparency
Legal Framework for NGOs in India; Process and Procedure of NGO Registration
Regulatory Bodies and Compliance: NITI Aayog, FCRA and Income Tax Regulations

UNIT-III

Resource Management and CSR Concepts

Resource Mobilization: Sources of funding, donor management, proposal writing
Human Resource Management in NGOs: Recruitment, training, volunteer management
Corporate Social Responsibility (CSR): Meaning, Definition, and Evolution
Linking CSR with Sustainable Development Goals (SDGs)

UNIT-IV

CSR Practices and Legal Framework

The Need and Importance of CSR in the Modern Economy
CSR Practices: National and International Case Studies
Legal Provisions regarding CSR in India (Section 135 of Companies Act, 2013)

Essential Readings

1. Clark John. (1991). Voluntary Organizations: Their Contribution to Development. London: Earth Scan.
2. Jain R.B. (1995). NGO's in Development Perspective. New Delhi: Vivek Prakashan
3. Sakararan and Rodrigues. (1983). Handbook for the Management of Voluntary Organization. Madras: Alfa
4. Behera M. C. (2006). Globalizing Rural Development, New Delhi: Sage.
5. Chowdhry Paul. (1973). Administration of Social Welfare Programmes in India. Bombay: Somaiy.
6. Ginsbery Leon. H. (2001). Social Work Evaluation Principles and Methods. Singapore: Allyn and Bacon.
7. Jack Rothman, John John E. Tropman. (2001). Strategies of Community Intervention. Illinois: P.E. Peacock.
8. Joel S.G.R Bhose. (2003). NGO's and Rural Development Theory and Practice. New Delhi: Concept.
9. Julie Fisher. (2003). Non-Governments - NGO's and the Political Development of the Third World. New Delhi: Rawat

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the fundamental concepts, types, and functions of NGOs, and their significant role.

CO2: Gain knowledge of NGO administration and the legal framework in India.

CO3: Develop skills in resource mobilization and management within NGOs.

CO4: Analyze CSR practices and legal provisions, including the importance of CSR in today's economy.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

**Public Administration
Disaster Management
Value Added Course (VAC) Semester-I**

Code: M25VAC101T
30 Hrs (2 Hrs/Week)
Credit: 2
Exam Time: 2 Hrs

External Marks: 35
Internal Marks: 15
Total Marks: 50
Minimum Pass Marks: 20

Note: The maximum time duration for attempting the paper will be of 2 hours. The examiner is required to set five questions in all. The first question will be compulsory consisting of five short questions covering the entire syllabus consisting of 3 marks each. In addition to that four more questions will be set, two questions (10 marks each) from each unit. The students shall be required to attempt three questions in all selecting atleast one question of 10 marks from each unit in addition to compulsory Question No. 1.

Course Objective: This course seeks to make the student of Public Administration aware about different types of disasters and their management in India. Apart from developing and understanding of the strategy for disaster course will develop leadership and management skills of the disaster management.

UNIT-I

Introduction to Disaster Management

Disaster: Concept & Dimensions

Natural Disasters: Earthquakes, Volcanic Eruptions, Floods, Cyclones and Climate Change

Man-made Disasters: Anthropogenic, Soil degradation, Desertification and Deforestation

UNIT-II

Disaster Management and Legal Framework

Disaster Management Act, 2005

Disaster Administration in India: Organisation at Union, State and District Levels

Role of Information and Communication Technology Systems in Disaster Management

Essential Readings

1. Goel, S. L. (2006). *Encyclopedia of Disaster Management*. New Delhi: Deep and Deep.
2. Monappa, K. C. (2004). *Disaster Preparedness*. New Delhi: Akshay Public Agencies.
3. Narayan, B. (2009). *Disaster Management*. New Delhi: A.P.H. Publishing Corporation.

Readings in Hindi

1. Lal, Rammohan&Shrivastav, Madhu (2016); *AapdaPrabandhanKeNaye Siddhant*. New Delhi: Hindi Book Centre
2. Vyas, Harishchandra. (2004). *Jansankhya, PradooshanaurParyavaran*. Mumbai: VidyaVihar
3. Garg H.S. (2016). *AapdaPrabandhan*, SBPD Publications.
4. Govt. of India/UNDP. (2002-07). *Disaster Risk Management Programme: Community Based Disaster Preparedness and Risk Reduction through Participation of Committees and Local Self Governments*
www.ndmindia.nic.in/EQProjects/goiundp2.0.pdf

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the concept, scope, and dimensions of disasters.

CO2: Gain knowledge of India's legal and institutional framework for disaster management.

CO3: Analyze the roles and responsibilities of various agencies and stakeholders in disaster management.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W

S= Strong M=Medium W=Weak

**Public Administration
Administrative Thinkers - II
Discipline Specific Course (DSC) Semester-II**

Code: P25PUB201T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt four questions in all selecting one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The course is designed to provide students with a broad understanding of the evolution and development of administrative theories, both from classical and modern perspectives. It covers the contributions of key Western theorists including Riggs, Drucker, Maslow and others. The course highlights major approaches like behavioural and ecological approaches, decision-making, and leadership theories. Through this, students will gain conceptual clarity and analytical insights into administrative functions and organizational dynamics.

UNIT-I

Administrative School of Thought

F. W. Riggs – Ecology of Public Administration
Robert Alan Dahl – Problems of Science of Administration
Robert T. Golembiewski – Public Administration as a Developing Discipline
Peter F. Drucker – Management

UNIT-II

Organisational Humanism

Abraham Maslow – Needs Hierarchy Theory
Frederick Herzberg – Hygiene and Motivation Factors
Douglas McGregor – Motivation and Leadership
Chris Argyris – Integrating the Individual and the Organisation
Rensis Likert – Systems Management

UNIT-III

Public Choice Theory

James M. Buchanan – Public Choice Theory (The Calculus of Consent)
Elinor Ostrom – Governing the Commons
Yehezkel Dror - Public Policymaking

UNIT-IV

Emerging Trends

Minnowbrook Perspective
Postmodernism
Post-structuralism
Critical Social Theory

Essential Readings

1. Baker R J S (1972), Administrative Theory and Public Administration, Hutchinson, London
2. Barnard, Chester (1969), The Functions of Executive, Cambridge, Harvard University Press
3. Donald Menzel and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. New York: M. E. Sharpe.
4. Frank Marini, (1971). Towards a New Public Administration: The Minnow brook Perspective, Chandler Publications, University of Columbia.
5. George H. Fredrickson (et al).(2003). The Public Administration Theory' Primer, Westview Press
6. Golembiewski, Robert T, (1977). Public Administration as a Developing Discipline, Marcel Dekker.

7. Golembiewski, Robert T, Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21-49, March 1974.
8. Henry Fayol, (1957). General and Industrial Management. Issac Pitman, London.
9. Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
10. Jay M. Shafritz (ed) (1998), International Encyclopaedia of Public Policy and Administration, Westview Press
11. Luther Gulick & Lyndall L Irwin (eds.)(1937), Papers on Science of Administration, New York Institution of Public Administration, New York.
12. Lyndall Urwick & E F L Brech (1955), The Making of Scientific Management, Issac Pitman, London
13. Mahajan, A P (2025), Insights of Administrative Thinkers: Exploring the foundations of Public Administration, Routledge
14. Maheshwari, S R (2003), Administrative Thinkers, (2nd edition), Delhi: MacMillan Indian Ltd
15. Lyndall Urwick (1947), The Elements of Administration, Issac Pitman & Sons, London
16. Martin Albrow, Bureaucracy (1970), MacMillan, London
17. Prasad, Ravindra. D (et al) eds (2013). Administrative Thinkers, Sterling Publishers, New Delhi. (English & Hindi)
18. Waldo, Dwight (1968), The Study of Public Administration, Random house, New York
19. White, Jay D. and Guy B. Adams (1994), Research in Public Administration: Reflections on theory and Practice, Sage.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand key thinkers and theories from the Administrative School of Thought.

CO2: Analyse the principles of Organizational Humanism, focusing on motivational theories and leadership styles.

CO3: Examine Public Choice Theory and its application in public administration.

CO4: Explore emerging trends in administrative thought, such as the Minnow brook perspective, postmodernism, post-structuralism, and critical social theory.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Public Financial Administration
Discipline Specific Course (DSC) Semester-II

Code: P25DSC202T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting atleast one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: This course seeks to familiarize the students of Public Administration regarding various aspects of financial administration, particularly Budgeting in India. In addition, the students would be made aware of the role of Comptroller and Auditor General, mobilization of resources and fiscal federalism.

UNIT-I

Introduction to Financial Administration

Public Financial Administration: Meaning, Nature, Scope and Significance
Public Finance: Revenue and Expenditure
Principles of Taxation: Progressive and Proportional taxation
Tax Administration: Taxation policies, Issues and Reforms in Taxation Policies

UNIT-II

Budget: Concept and Types

Resource Mobilization: Tax and Non-Tax Sources, Public Borrowings and Deficit Financing
Budget: Concept, Principles and Role
Types of Budgets: Line-item Budgeting; Performance Budgeting; Zero-Base Budgeting
Budget Preparation, Enactment and Execution with special reference to India

UNIT-III

Institutional Framework

Union Ministry of Finance: Organisation, Functions and Role
Comptroller and Auditor General of India (CAG): Composition, Role and Functions
Finance Commission: Composition, Role and Functions
Legislative Control over Finances: Public Account Committee: Role and Functions

UNIT-IV

Financial Accountability

Estimate Committee: Composition, Role and Functions
Public Sector Undertakings Committee: Composition, Role and Functions
Fiscal Responsibility and Budget Management Act (FRBMA) and Sunset legislation
Fiscal Federalism: Union - State Financial Relations

Essential Readings

1. B. Chakrabarty and P. Chand. 2012. Public Administration in a Globalizing World: Theories and Practices. New Delhi: Sage Publications
2. Chand, P. 2010. Control of Public Expenditure in India (2nded.). New Delhi: Allied Publishers
3. Chand, P. 2010. Performance Budgeting (2nded.). New Delhi: Allied Publishers
4. Frank, Howard A. 2006. Public Financial Management (1st Edition). CRC Press, Taylor & Francis Group: New York
5. Gupta, B N. 2006. Indian Federal Finance and Budgetary Policy. Chaitanya Publishing House: Allahabad
6. Lall, G.S. 1979. Public Finance and Financial Administration in India. New Delhi: Kapoor Publishers
7. Mahajan, Sanjeev Kumar and Anupama Puri Mahajan. 2014. Financial Administration in India. PHI Learning: New Delhi
8. Nicholas Henry. 1999. Public Administration and Public Affairs. (6thed.). New Delhi: Prentice Hall

9. Rabin, Jack and Stevens, Glenn L. 2001. Handbook of Fiscal Policy (1st Edition). Routledge: London
10. Sury, M M. 1990. Government Budgeting in India. Commonwealth Publishers: New Delhi
11. Thavaraj, M.J.K. 2001. Financial Administration in India (6th ed.). Delhi: Sultan Chand
12. Thompson, Fred and Green, Mark T (Eds.) 1998. Handbook of Public Finance (1st Edition). Marcel Dekker: New York
13. Wattal, P.K. 1963. Parliamentary Financial Control of India. Bombay: Minerva Book Shop

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the meaning, scope, and significance of Public Financial Administration.

CO2: Develop knowledge of resource mobilization and budgeting processes, including various types of budgets.

CO3: Gain insight into the institutional framework of financial administration in India.

CO4: Analyze mechanisms of financial accountability and fiscal governance, such as the roles of parliamentary committees and FRBM Act.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Public Personnel Administration
Discipline Specific Course (DSC) Semester-II

Code: P25DSC203T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting atleast one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The course aims to procreate an understanding among students about the concept of public personnel administration, career systems and various processes/activities of personnel administration in India. The various issues in civil service such as ethics, code of conduct and disciplinary negotiation machinery and reforms will also be taught to the students to generate a reasonable level of understanding about various facets the human resource development in the government.

UNIT-I

Introduction to Personnel Administration

Personnel Administration: Meaning; Nature and Significance
Civil Service Neutrality, Anonymity and Commitment; Role of Public Services
Position Classification – Concept and Bases

UNIT-II

Personnel Process

Bureaucracy: Concept and Types
Recruitment, Promotion and Training
Employer-Employee Relations: Staff Associations and Unions
Joint Consultative and Negotiation Machinery

UNIT III

Personnel Administration in India

Civil services in India: All India Services, Central Services and State Services
Recruitment Agencies: Union Public Service Commission
Capacity Building of Civil Servants and Civil Service Reforms

UNIT-IV

Emerging Issues in Personnel Administration

Service Conditions and Disciplinary Action; Administrative Tribunal
Administrative Ethics and Code of Conduct and Combating Corruption
Issue Areas: Politician and Civil Servant relations
Generalists and Specialists Debate

Essential Readings

1. B. Chakrabarty and P. Chand. 2012. *Public Administration in a Globalizing World: Theories and Practices*. New Delhi: Sage Publications
2. Davar, Rustom S. 2008. *Personnel Management and Industrial Relations in India* (2nd Edition). Vikas Publishing House: New Delhi
3. Flipppo, E. 2008. *Principles of Personnel Management*. (4th ed.). Kogakusha: McGraw Hill
4. Goel, S.L. and Rajneesh, S. 2002. *Public Personnel Administration*. New Delhi: Sterling
5. Government of India, 2nd Administrative Reforms Commission. 2010. *10th Report: Refurbishing of Personnel Administration – Scaling New Heights*. New Delhi: Manager of Publications.
6. Jack Rabin, Thomas Vocine, et.al. 2008. *Handbook of Public Personnel Administration*, Taylor & Francis, United Kingdom
7. Koontz, H. and O'Donnell, Cyril. 2008. *Principles of Management*. (5th ed.). Tokyo: McGraw Hill.
8. Nicholas Henry. 1999. *Public Administration and Public Affairs*. (6thed.). New Delhi: Prentice Hall

9. Pigors, P. and Myers, C.A. 1981. *Personnel Administration: A Point of View and a Method*. (9th ed.). Kogakusha: McGraw Hill.
10. Saxena, A.P. 2010. *Training and Development in Government*. New Delhi.
11. Sharma, M.P. 1960. *Public Administration Theory and Practice*. Allahabad: Kitab Mahal
12. Stahl, O. Glenn. 1971. *Public Personnel Administration*. (6th ed.). New Delhi: Oxford and IBH Publishing.
13. United Nations. 2008. *New Approaches to Personnel Policy for Development*. New York.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the fundamentals of Personnel Administration, including its meaning, nature and significance.

CO2: Gain knowledge of bureaucratic structure and human resource functions, including recruitment, promotion, training etc.

CO3: Analyze the structure and functioning of civil services in India.

CO4: Evaluate service conditions, administrative accountability, and ethical issues.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Economic Administration and Public Sector Management
Discipline Elective Course (DEC) Semester-II

Code: P25DEC211T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting atleast one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: This paper covers various aspects of the public sector and public enterprises in India. In particular, the paper deals with the economic administration, concept and role of public sector enterprises, privatization and performance of central public sector enterprises in India. Issues of management, and finally public sector reforms will be studied.

UNIT- I

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-II

Public Enterprise: Concept, Rationale and Objectives
Role of Public Sector in the Indian Economy
New Economic Policy (NEP); Industrial Policy since Independence
Industrial Policy Resolutions and Public Sector Enterprises

UNIT-III

Economic Policies: Mixed Economy to Liberalization, Privatization & Globalization (LPG)
Government in Business - Public Enterprises- Concept, Growth and Forms of Public Enterprises; Management,
Problem of Accountability and Autonomy

UNIT-IV

Disinvestment: Objectives, Methods, Machinery and Assessment
Privatization: Theory, Objectives, Methods, Procedure, and Assessment
Public Private Partnership (PPP): Concept, Types and Rationale
Contracting Out: Concept & Rationale; Contracting Out Local Services

Essential Readings

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.
4. Kuchhal, S.C. (1989). *Industrial Economy of India*. Allahabad: Chaitanya Publishing House. Marathey, S.S. (1986). *Regulation and Development*. New Delhi: Sage Publications.
5. Mishra, S.K. and Puri, V.K. (2010). *Indian Economy: Its Development Experience*. New Delhi: Himalaya Publishing House.
6. Ministry of Finance, <https://www.finmin.nic.in/>
7. Ramanadham, V.V. (1965). *The Working of Public Sector*. Bombay: Allied Publishers.
8. Ray, Partha (2013), *Monetary Policy*, Oxford Press, New Delhi
9. World Bank. (1995). *Bureaucrats in Business: The Economics and Politics of Government Ownership*. New York: World Bank.
10. Bos, D. (1991). *Privatization: A Theoretical Treatment*. Oxford: Oxford University Press. Dubhashi, P.R. (1976). *Economics, Planning and Public Administration*. Bombay: Somaiya Publications Pvt. Ltd.
11. Jha, L.K. (1986). *Economic Administration in India – retrospect and prospect*. New Delhi: IIPA

12. Khera, S.S. (1977). *Government in Business*. New Delhi: National Publishing House
13. Relevant websites including dpe.nic.in; finmin.nic.in

Readings in Hindi

Vaishmapayan, J.V. (2013). *Samashti Arthashastra. Siddhant Evam Neeti*. Lucknow: New Royal Book Company.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the nature, scope, and tools of economic administration.

CO2: Analyze the role and evolution of public enterprises in India, their objectives and industrial policies.

CO3: Examine major economic policy transitions in India, from a mixed economy to Liberalization, Privatization, and Globalization (LPG).

CO4: Evaluate contemporary economic reform measures, including disinvestment, privatization and Public-Private Partnerships (PPP).

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Police Administration
Discipline Elective Course (DEC) Semester-II

Code: P25DEC212T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Works: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting atleast one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Course Objective: The students will understand the complex role of police in contemporary society. Pedagogical tools to be used by teachers include: short films, role plays, field visits, case studies, visits to police stations. The students will develop analytical and critical skills and develop an understanding of working of police administration.

UNIT-I

Police Administration: Evolution; Concept and Significance

Police: Powers and Functions Reforms in Police Administration after Independence Crime: Types, Causes and Remedies

UNIT-II

Police set up at National Level: Organisation, Functions and Role

Police set up at State Level: Organisation, Functions and Role

Police set up at District Level: Organisation, Functions and Role

Police set up at Local Level: Organisation, Functions and Role

UNIT-III

Police Personnel IPS: Recruitment, Promotion, Training, Conduct and Discipline

State Police Service: Recruitment, Promotion, Training, Conduct and Discipline

UNIT-IV

Community Policing: Concept, Role and Significance

Police and Human Rights: Emerging Issues and Challenges

Police and Women

Essential Readings

1. Chaturvedi, J. C. (2006). *Police Administration and Investigation of Crime*. New Delhi: Isha Books.
2. Ghosh, G. (2010). *Re-legitimizing Indian Police*. New Delhi: Radha Publication.
3. Ghosh, S. (1973). *Police Administration: Organization and Procedure*. Eastern Law House. Ghosh, S.K. & Hummer, Don. (2008). *Encyclopedia of Police in India*. Volume I. New York: Taylor & Francis Group.
4. Jim, R & Rustamji, K.F. (1993). *Handbook of Police Administration*. CSR Press. New Delhi: Ashish Publishing House. Srivastava, A. (1999). *Role of Police in a Changing Society*. New Delhi: APH Publishing.
5. Subramanian, K. S. (2007). *Political Violence and the Police in India*. SAGE Publications India.

Readings in Hindi

1. Paranjpai N.V. (2021). *Apradhshastra, Dand Prashashan, EwamPrapidanshastra*. Central Law Publications
2. Ranjan Sanjeev. (2020). *Police Prashasan: Vichar Aur Abhyas*. Regal Publications

Further Readings

1. Hunter, R.D., Barker, T & Mayhall, P.D. (2010). *Police Community Relations and the Administration of Justice*. Prentice Hall.
2. Rohit, C. (2009). *Policing: Reinventing Strategies in a Marketing Framework*. New Delhi: Sage Publication.
3. Rohtagi, M. (2007). *Spy System in Ancient India*. New Delhi: Gyan Books Pvt. Ltd Swanson, C. R., Territo, L., & Taylor, R. W. (2011). *Police Administration: Structures, Processes, and Behavior*. Prentice Hall.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the evolution, concept, and significance of police administration.

CO2: Gain knowledge of the organizational structure and functioning of police administration at national, state, district, and local levels.

CO3: Analyze personnel management in police services, including recruitment, training, promotion, conduct, and disciplinary procedures.

CO4: Evaluate contemporary issues in policing, such as community policing etc.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Public Administration
Project Management
Discipline Elective Course (DEC) Semester-II

Code: P25DEC213T
60 Hrs (4 Hrs/Week)
Credit: 4 (3+1)
Exam Time: 3 Hrs

External Marks: 70
Internal Marks: 30
Total Marks: 100
Minimum Pass Marks: 40

Note: The maximum time duration for attempting the paper will be of 3 hours. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus consisting of 2 marks each. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting atleast one question of 14 marks from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Objectives: Project Management continues to grow as a profession. Project management techniques are now used outside the traditional project industries and a management-by-project approach has increasingly been adopted in development projects funded by the UN, World Bank and other international agencies; it is also sought to be adopted in government funded welfare and development projects. The relevance of the course is derived from this context and the objectives are to impart a deep understanding of all the stages of project management and the techniques supporting project management.

UNIT-I

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

UNIT-II

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

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

UNIT-IV

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

Essential Readings

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.
4. UNIDO (1978). *Guide to Practical Project Appraisal: Social Benefits Cost Analysis, Project Formulation and Evaluation*. Delhi: Oxford and IBH.

Further Readings

1. Choudhry, Sadan (1988). *Project Scheduling and Monitoring in Practice*. Delhi: South Asian Publishers.
2. Clifton, David S. and Fyfe, David E. (1977). *Project Feasibility Analysis*. New York: John Wiley.
3. Harrison, F.L. (1992). *Advance Project Management* (2nd ed.). London: Gower.
4. Little, I.M.D. and Mirlees, J.A. (1976). *Project Appraisal and Planning for Development Countries*. London: Heinemann Educational Books.
5. Lock, Dennis (2007). *Project Management*. England: Gower.
6. Planning Commission (1975). *Guidelines for Preparation of Feasibility Reports of Industrial Projects*. Delhi: Government of India.

Course Outcome:

After completing this course, the learner would be able to:

CO1: Understand the fundamentals of project management, including project planning, organization and resource allocation.

CO2: Develop analytical skills for project appraisal, through market, technical, and financial analysis.

CO3: Evaluate project risk and social cost-benefit analysis.

CO4: Apply project implementation techniques, such as PERT/CPM, along with tools for cost planning, budgeting, monitoring, reporting, and evaluation to effectively manage and assess project performance.

Mapping of CO with PO

Course Outcome	PO1	PO2	PO3
CO1	M	M	M
CO2	M	S	S
CO3	W	M	W
CO4	S	W	M

S= Strong M=Medium W=Weak

Good Governance
Value Added Course (VAC) Semester-I

Code: P25VAC102T
30 Hrs (2 Hrs/Week)
Credit: 2
Exam Time: 2 Hrs

External Marks: 35
Internal Marks: 15
Total Marks: 50
Minimum Pass Marks: 20

Note: The maximum time duration for attempting the paper will be of 2 hours. The examiner is required to set five questions in all. The first question will be compulsory consisting of five short questions covering the entire syllabus consisting of 3 marks each. In addition to that four more questions will be set, two questions from each unit. The students shall be required to attempt three questions in all selecting atleast one question of 10 marks from each unit in addition to compulsory Question No. 1.

Course Objective: The paper is designed to acquaint the student both with the participatory and rights-based approaches. Good governance and citizen centric administration are inextricably linked. The paper will also cover various cases of citizen engagement initiatives. Apart from regular classroom teaching, special talks/lectures from experts as well as practitioners from the civil service will be organized to establish links between theory and practice and develop the student's critical skills.

UNIT-I

Governance and Good Governance

- Ancient Discourse – Kautilya, Plato and Mahatma Gandhi
- Elements and Forms of Good Governance
- E-Governance: Concept & Significance; E-Governance Initiatives in India
- Civil Society – Role, Significance and Limitations
- Right to Information; Seven Steps Model for Citizen Centricity; Lokpal

UNIT-II

Citizen Centric Governance: Tools and Mechanisms

- Citizen Engagement initiatives of GoI (My-Gov) at national level; Select state CM Window (Haryana) and Citizen Report Card, Bengaluru)
- Citizens' Charters – Concept, Objectives and Significance
- Sevottam Model; Indian Standard for Quality Management Systems

Essential Readings

1. Biswal, T. (2016). *Governance and Citizenship*. Jaipur: Rawat
2. Beniwal, V S and Sikka Kapil (2017). "E-governance in India: Prospects and Challenges". *International Journal of Computer and Communication Technology*, Vol 8, Issue 2, 72-76
3. Chandler, J A (Ed.) (1996) *The Citizen's Charter*. Dartmouth Publishing: UK
4. Government of India (2008) *Citizen's Charters – A Handbook*. Centre for Good Governance Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions: New Delhi
5. Government of India (2009) *Citizen Centric Administration: The Heart of Governance- Twelfth Report*. Second Administrative Reforms Commission, Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions: New Delhi
6. Gutpa, Vandana and Ajay Sharma (2012). "E-Governance in India: Prospects, Problems and Challenges", *Research Journal of Economics & Business Studies*, Vol. 1, No. 9, 50-54
7. Laxmikant, M (2021). *Governance in India*. Noida McGraw Hill (English & Hindi)
8. Manoharan, Aroon (2014) *E-Government and Websites: A Public Solutions Handbook*. Routledge: New York
9. Mathur, Birendra Prasad (2014) *Ethics for Governance: Reinventing Public Services*. Routledge: New Delhi
10. Mishra, Sweta (2012) *Citizen-Centric Public Systems*. Pearson: New Delhi
11. Munshi, Surendra and Abraham, Biju Paul (Eds.) (2004) *Good Governance, Democratic Societies and Globalization*. Sage: New Delhi
12. Norris, P (2001) *Digital Divide: Citizen Engagement, Information Poverty and the Internet Worldwide*. Cambridge University Press: New York
13. Sawshilya, Archana (Consulting Editor) (2012) *Ethics and Governance*. Pearson: Delhi
14. Vayunandan, E and Mathew, Dolly (2003) *Good Governance: Initiatives in India*. PHI Learning: New Delhi
15. Government of India Second Administrative Reforms Commission. (2009). '*Promoting e- Governance: The Smart Way Forward*', 11th Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi.

Readings in Hindi

1. Rao N.Bhaskar (2016). *Sushasan: Bhraashachar Mukh Sevaon Ka Pradata*. Sage Publications Gupta, Dipankar (2017). *From 'People' to 'Citizen': Democracy's Must Take Road*. New Delhi: Social Science Press.