

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur



**POST GRADUATE TEACHING
DEPARTMENT OF PUBLIC ADMINISTRATION
& LOCAL SELF GOVERNMENT
UNDER THE
FACULTY OF HUMANITIES**

**SYLLABUS FOR M. A. (PUBLIC ADMINISTRATION)
UNDER CBCS SCHEME
(PART-I & PART-II)**

(With effective from academic year 2022-2023)

Department of Public Administration & Local Self Government

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

M. A. Public Administration
(w.e.f. academic year 2022-2023)

Credit Courses

| Semester | (A) | | | (B) | | | (C) | | Total Credits (A+B+C) |
|----------|----------------|---------|---------------|---------------------------------------|---------|---------------|--|---------------|------------------------------|
| | Core Courses | | | Core Elective & Open Elective Courses | | | Credit Course | | |
| | | | | | | | a) Online MOOC/ SWAYAM/ etc. Courses OR b) Project Report | | |
| | No. of Courses | Credits | Total Credits | No. of Courses | Credits | Total Credits | No. of Courses | Total Credits | |
| I | 02 | 04 | 08 | 02 | 04 | 08 | 01 | 04 | 20 |
| II | 02 | 04 | 08 | 02 | 04 | 08 | 01 | 04 | 20 |
| III | 02 | 04 | 08 | 02 | 04 | 08 | 01 | 04 | 20 |
| | | | | | | | a) Online MOOC / SWAYAM/etc. Courses OR b) Project Report OR c) Internship | | |
| IV | 02 | 04 | 08 | 02 | 04 | 08 | 01 | 04 | 20 |
| | Total Credits | | | | | | | | 80 |

Audit (Non-Credit) Courses

| List of Audit Courses | | | |
|-------------------------|----------------------|-------------------|-----------------|
| Semester-I | Semester-II | Semester-III | Semester-IV |
| MPA1AC01 | MPA2AC02 | MPA3AC03 | MPA4AC04 |
| Personality Development | Communication Skills | Stress Management | Time Management |

**Semester-wise Course Structure of
M. A. Public Administration (CBCS)
SEMESTER-I**

| Course | Course Type | Course Title | Teaching Hours / Week | Total Marks:100 | | Credits |
|------------------------------------|--|--|-----------------------|-----------------|----------|-----------|
| | | | | Theory | Internal | |
| MPA1T01 | Core | Administrative Theory-I | 4 | 60 | 40 | 4 |
| MPA1T02 | Core | Indian Administration-I | 4 | 60 | 40 | 4 |
| MPA1TE03(A) | Core Elective (Select Any One) | Indian Constitution and Administration | 4 | 60 | 40 | 4 |
| MPA1TE03(B) | | Disaster Management | | | | |
| MPA1TE03(C) | | Panchayati Raj | | | | |
| MPA1TE03(D) | | Urban Governance in India | | | | |
| MPA1TO04(A) | Open Elective (Skill Based) (Select Any One) | E-Governance | 4 | 60 | 40 | 4 |
| MPA1TO04(B) | | Office Management | | | | |
| MPA1TO04(C) | | Leadership and Managerial Skills | | | | |
| MPA1CC05(A) | Credit Course (Select Any One) | Online MOOC/SWAYAM/etc. Courses | -- | -- | -- | 4 |
| MPA1CC05(B) | | Project Report | | | | |
| MPA1AC06 | Audit Course | Personality Development | -- | -- | -- | 0 |
| Total Credit for Semester-I | | | | | | 20 |

SEMESTER-II

| Course | Course Type | Course Title | Teaching Hours / Week | Total Marks: 100 | | Credits |
|-------------------------------------|--|--|-----------------------|------------------|----------|-----------|
| | | | | Theory | Internal | |
| MPA2T01 | Core | Administrative Theory-II | 4 | 60 | 40 | 4 |
| MPA2T02 | Core | Indian Administration-II | 4 | 60 | 40 | 4 |
| MPA2TE03(A) | Core Elective (Select Any One) | Administrative Ethics and Governance | 4 | 60 | 40 | 4 |
| MPA2TE03(B) | | Development Administration | | | | |
| MPA2TE03(C) | | State and District Administration in Maharashtra | | | | |
| MPA2TE03(D) | | State, Society and Administration | | | | |
| MPA2TO04(A) | Open Elective (Skill Based) (Select Any One) | Human Resource Management | 4 | 60 | 40 | 4 |
| MPA2TO04(B) | | Negotiation and Conflict Management | | | | |
| MPA2TO04(C) | | Social Audit | | | | |
| MPA2CC05(A) | Credit Course (Select Any One) | Online MOOC / SWAYAM/ etc. Courses | -- | -- | -- | 4 |
| MPA2CC05(B) | | Project Report | | | | |
| MPA2AC06 | Audit Course | Communication Skills | -- | -- | -- | 0 |
| Total Credit for Semester-II | | | | | | 20 |

SEMESTER-III

| Course | Course Type | Course Title | Teaching Hours / Week | Total Marks: 100 | | Credits |
|--------------------------------------|--|--|-----------------------|------------------|----------|-----------|
| | | | | Theory | Internal | |
| MPA3T01 | Core | Local Governance | 4 | 60 | 40 | 4 |
| MPA3T02 | Core | Personnel and Financial Administration | 4 | 60 | 40 | 4 |
| MPA3TE03(A) | Core Elective (Select Any One) | Comparative Public Administration | 4 | 60 | 4 | 4 |
| MPA3TE03(B) | | Educational Administration in India | | | | |
| MPA3TE03(C) | | Environment Policy and Administration | | | | |
| MPA3TE03(D) | | Health Administration in India | | | | |
| MPA3TO04(A) | Open Elective (Skill Based) (Select Any One) | Cyber Crime Administration | 4 | 60 | 40 | 4 |
| MPA3TO04(B) | | Entrepreneurship Development | | | | |
| MPA3TO04(C) | | Management of NGO's | | | | |
| MPA3CC05(A) | Credit Course (Select Any One) | Online MOOC / SWAYAM/ etc. Courses | -- | -- | -- | 4 |
| MPA3CC05(B) | | Project Report | | | | |
| MPA3AC06 | Audit Course | Stress Management | -- | -- | -- | 0 |
| Total Credit for Semester-III | | | | | | 20 |

SEMESTER-IV

| Course | Course Type | Course Title | Teaching Hours / Week | Total Marks: 100 | | Credits |
|-------------------------------------|--|---|-----------------------|------------------|----------|-----------|
| | | | | Theory | Internal | |
| MPA4T01 | Core | Administrative Thinkers | 4 | 60 | 40 | 4 |
| MPA4T02 | Core | Public Policy | 4 | 60 | 40 | 4 |
| MPA4TE03(A) | Core Elective (Select Any One) | Administration of International Organizations | 4 | 60 | 40 | 4 |
| MPA4TE03(B) | | Administrative Law | | | | |
| MPA4TE03(C) | | Citizen Centric Governance | | | | |
| MPA4TE03(D) | | Social Welfare Administration | | | | |
| MPA4TO04(A) | Open Elective (Skill Based) (Select Any One) | Monitoring and Evaluation of Development Programmes | 4 | 60 | 40 | 4 |
| MPA4TO04(B) | | Research Methodology | | | | |
| MPA4TO04(C) | | Service Quality Management | | | | |
| MPA4CC05(A) | Credit Course (Select Any One) | Online MOOC / SWAYAM/ etc. Courses | -- | -- | -- | 4 |
| MPA4CC05(B) | | Project Report | | | | |
| MPA4CC05(C) | | Internship | | | | |
| MPA4AC06 | Audit Course | Time Management | -- | -- | -- | 0 |
| Total Credit for Semester-IV | | | | | | 20 |

: IMPORTANT NOTES:

1. Students shall take **online MOOC/SWAYAM** course/s of 4 credits **OR** they can carry a **PROJECT** individually which carries 4 credits in Semester I, II and III. With regard to **PROJECT**, they will finalize the topic in consultation with subject teachers or the Head of the Department.
2. The option of **Internship** which carries 4 credits is available only in Semester IV.
3. Students will have to earn satisfactory Grade (SF) in all the **AUDIT COURSES** to become eligible for the award of the Degree as per R.4. 6 of Direction No. 14 of 2022 of RTM Nagpur University, Nagpur.
4. Students will have to score minimum 50 per cent marks (theory + internal combined) in core and elective courses.
5. All matters related to M. A. Public Administration programme shall be governed by the Direction No. 14 of 2022 of RTM Nagpur University.

: IMPORTANT INSTRUCTIONS REGARDING PROJECT REPORT:

1. Completion of a Project Report is compulsory of 12,000 to 15,000 words on any topic relating to the subject matter of any Semester.
2. The topic for the Project Report will have to be approved by Head of the Department and the Research conducted under his/her guidance or under a Teacher approved by him.
3. The Project Report should be submitted in the given time.

INTRODUCTION OF THE PROGRAMME

The syllabus framed for M.A. Public Administration (Part-I and Part-II) from the Academic Year 2022-2023 is in accordance with the instruction given in CBCS pattern. The syllabus is divided into four types of courses, core courses, elective courses, skill enhancement courses and audit courses. Core Courses fulfill the requirement of syllabus for specialization in Public Administration. It also takes into account recent developments in public administration. Skill based and elective courses from the syllabus cater the needs of skill development in the students. Audit courses contribute to the overall development of student's personality. In this world of globalization, the nature of job has become hybrid. Therefore, students are required such education which will help them in getting jobs in various sectors apart from teaching. The duration of the Programme is of Two Years and is divided into four semesters.

Students are advised to refer to the following journals and publications for all papers of Part-I and Part-II:

1. *Indian Journal of Public Administration*, quarterly journal published by the Indian Institute of Public Administration, New Delhi.
2. *Nagarlok*, quarterly journal published by the Indian Institute of Public Administration, New Delhi.
3. लोक प्रशासन (हिंदी), biannual journal published by the Indian Institute of Public Administration, New Delhi.
4. *Public Administration Review* is published bimonthly on behalf of the American Society for Public Administration by Blackwell Publishing, USA.
5. *Public Administration* is published quarterly by Blackwell Publishing, Oxford.
6. *International Review of Administrative Sciences*, quarterly journal published by SAGE Publications on behalf of the International Institute of Administrative Sciences.
7. *Public Policy and Administration*, quarterly journal of the UK Joint University Council (JUC) and Public Administration Committee (PAC).
8. *Local Government Quarterly*, quarterly journal published by the All India Institute of Public Local Self-Government, Mumbai.
9. Journal like *Yojana*, *Kurukshetra* and the other publications of Government of India.

Program Outcomes (POs) for M. A. (Public Administration) Program:

Targeted Graduate Attributes: Disciplinary Knowledge, Critical Thinking, Problem Solving, Analytical Reasoning, Communication Skills, Teamwork, Moral and Ethical Awareness.

After completing the program, the students will be able to:

| POs No. | Program Outcomes |
|----------------|--|
| PO1 | To develop extensive knowledge amongst the students about the emerging issues and ideas in Public Administration in relation to global, national, regional and local government administration and participation of various stakeholders in the structures, functions and processes. |
| PO2 | The students will be able to develop abilities to illustrate the major theories of Public Administration and critical thinking. |
| PO3 | To enhance the aptitude of students about contemporary developments in the discipline and the paradigm shift in the discipline. |
| PO4 | To develop the analytical capabilities of the students to examine the policy making process, implementation and evaluation and independent opinion formation regarding different types of public policies. |
| PO5 | To inculcate amongst the students research culture by encouraging them to undertake research on current issues pertaining to the subject for the production of knowledge. |
| PO6 | The students will be able to develop cognitive and practical skills and objective thinking. They will also develop the skill of learning by reading, effective written and spoken communication. They will learn collaborative and participative working. |

M.A. Part-I (Public Administration) First Semester
MPA1T01: (Core)
ADMINISTRATIVE THEORY-I

Course Outcomes:

1. Awareness about the evolution and growth of the discipline of Public Administration.
2. Learning about basic principles and approaches of Public Administration.
3. Theoretical clarity about the Administrative Behaviour as well as techniques of Administrative Improvement.

UNIT- I

Introduction : Meaning, scope and significance of Public Administration; Wilson's vision of Public Administration; Evolution and Growth of the Discipline; New Public Administration; Public Choice approach; Challenges of liberalization, Privatisation, Globalisation; Good Governance; New Public Management; New Public Service.

UNIT- II

Organisations: Theories- Systems, Contingency; Structure and forms: Ministries and Departments, Corporations, Companies, Boards and Commissions; Ad hoc and advisory bodies; Headquarters and Field relationships; Regulatory Authorities; Public – Private Partnerships.

UNIT- III

Administrative Behaviour: Process and techniques of decision-making; Communication; Morale; Motivation Theories content, process and contemporary; Theories of Leadership: Traditional and Modern.

UNIT-IV

Techniques of Administrative Improvement: Organisation and methods, Work study and work management; e-governance and information technology; Management aid tools like network analysis, MIS, PERT, CPM.

Recommended Readings:

1. Avasthi and Maheshwari (2020): *Public Administration*, Laxmi Narain Aggarwal, Agra.
2. Mohit Bhattacharya (2018): *New Horizons of Public Administration*, Jawahar Publishers, New Delhi, 2010.
3. Rumki Basu (2019): *Public Administration-Concepts and Theories*, Sterling Publishers, New Delhi.

4. H. George Frederickson and Kevin B. Smith (2008): *Public Administration Theory Primer*, Rawat Publications, Jaipur.
 5. Raymond W. Cox III, Susan J. Buck and Betty N. Morgan (2005): *Public Administration in Theory and Practice*, Pearson Education, New Delhi.
 6. M.P. Sharma and B. L. Sadana (2018): *Public Administration in Theory and Practice*, Kitab Mahal, Allahabad.
 7. S. L. Goel (2003): *Public Administration-Theory & Practice*, Deep & Deep Publications, New Delhi.
 8. C. P. Bhambhari (1993): *Public Administration— Theory and Practice*, Jaiparkash Nath Publishers, Meerut.
 9. B. L. Fadia & Kuldeep Fadia (2021): *Public Administration*, Sahitya Bhawan Publications, Agra.
 10. Nicholas Henry (2002): *Public Administration and Public Affairs*, Prentice-Hall of India, New Delhi.
 11. Jack Rabin, W. B. Hildreth & G. J. Miller (eds.) (1998): *Handbook of Public Administration*, Marcel Dekker, Inc., New York.
 12. Marc Holzer & Richard W. Schweser (2011): *Public Administration: An Introduction*, Prentice-Hall of India, New Delhi.
 13. Felix A. Nigro (1970): *Modern Public Administration*, Harper and Row, New York.
 14. Shafritz Jay M. (ed.) (2007): *Defining Public Administration*, Rawat Publications, Jaipur.
 15. M. Laxmikanth (2011): *Public Administration*, McGraw Hill Publications, New Delhi.
 16. अवस्थी एवं महेश्वरी (२०२०): *लोक प्रशासन*, लक्ष्मिनारीन अगरवाल, नईदिल्ली.
 17. एम. लक्ष्मिकांत (२०१२): *लोक प्रशासन*, टाटा मच्छा हिल, नईदिल्ली.
 18. सुरेंद्र कटारिया (२०१९): *लोक प्रशासन*, राजस्थान हिंदी ग्रंथ अकादमी, जयपूर.
 19. एन. आर. इनामदार आणि सुनिता काळे (१९९७): *लोक प्रशासन*, दास्ताने क., पुणे.
 20. पी. एम. बोरा आणि श्याम शिरसाठ (2013): *लोक प्रशासन शास्त्र*, विद्या बूक्स, औरंगाबाद.
 21. पी. बी. पाटील (२०१८): *लोक प्रशासन*, फडके प्रकाशन, कोल्हापूर.
 22. श्यामसुंदर वाघमारे आणि सुरेश गजभारे (२०१३): *लोक प्रशासनाची तत्वे*, अरुणा प्रकाशन, लातूर.
 23. पी. व्ही. भुताळे आणि बी. सी. वडवळे (२०१४): *लोकप्रशासन- परिचय व मुलतत्वे*, क्रिएटिव्ह पब्लीकेशन, नांदेड.
 24. स्मिता खुमसे आणि उर्मिला रेड्डी (२०११): *लोकप्रशासनाची मुलतत्वे*, अरुणा प्रकाशन, लातूर.
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INDIAN ADMINISTRATION-I

Course Outcomes:

1. Knowledge about the evolution and growth of Indian Administration.
2. Familiarity with the constitutional framework of Indian Administration.
3. Grasping the role of Union Government and Administration.
4. Understanding the State Government and Administration in India.
5. Understanding the functioning of District Administration in India.

UNIT-I

Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in administration; Indianization of public services; revenue administration; district administration; local self-government.

Philosophical and Constitutional Framework of Government: Salient features of Indian Constitution; Constitutionalism; Political Culture; Bureaucracy and Democracy; Bureaucracy and Development.

UNIT-II

Union Government and Administration: Executive, Parliament, Judiciary- structure, functions, work processes; Intra-governmental relations; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Commissions; Attached offices; Field organizations.

UNIT-III

State Government and Administration: Union-State administrative, legislative and financial relations; Role of Finance Commission; Governor; Chief Minister; Council of Ministers; Chief Secretary; State Secretariat; Directorate.

UNIT-IV

District Administration since Independence: Changing role of the Collector; Union-State-local relations; Imperatives of development management and law and order administration; District administration and democratic decentralization.

Recommended Readings:

1. Arora, Ramesh K. and Goyal, Rajni (2014): *Indian Public Administration: Institutions and Issues*, New Age International Publishers: New Delhi.
 2. Radhakrishnan Sapru (2018): *Indian Administration: A Foundation of Governance*, Sage Publications: New Delhi.
 3. Avasthi, A and Avasthi, A P (2020): *Indian Administration*, Lakshmi Narain Aggarwal: Agra.
 4. Basu, D. D. (2021): *Introduction to the Constitution of India*, Lexus Nexus: New Delhi.
 5. Bidyut Chakrabarty and Prakash Chand (2016): *Indian Administration: Evolution And Practice*, Sage: New Delhi.
 6. Fadia, B L and Fadia, Kuldeep (2017): *Indian Administration*, Sahitya Bhawan: Agra.
 7. Kangle R P (1972): *The Kautilya Arthshastra*, Motilal Banarsidass: New Delhi.
 8. Kapur, D., Mehta, P. B. and Vaishnav, M. (Eds.) (2017): *Rethinking Public Institutions in India*, Oxford University Press: New Delhi.
 9. Maheshwari, S R (2018): *Indian Administration*, Orient Longman: New Delhi.
 10. Sarkar, Jadunath Sir (1972): *Mughal Administration*, M.C. Sarkar: Calcutta.
 11. Sharma, Ashok(2016): *Administrative Institutions in India*, RBSA Publishers: Jaipur.
 12. Sharma, Prabhu Datta and Sharma, B.M. (2009): *Indian Administration: Retrospect and Prospect*, Rawat Publications: Jaipur.
 13. बिद्यूत चक्रवर्ती आणि प्रकाश चंद (२०१६): *भारतीय प्रशासन- उत्क्रांती आणि व्यवहार*, सेज, नवी दिल्ली. अनु. देवयानी देशपांडे.
 14. अवस्थी एवं अवस्थी (२०२०): *भारतीय प्रशासन*, लक्ष्मि नारीन अगरवाल, आग्रा.
 15. के. आर. बंग (2004): *भारतीय प्रशासन*, विद्या बुक्स, औरंगाबाद.
 16. श्यामसुंदर वाघमारे, सुरेश गजभारे आणि विजय सूर्यवंशी (२००८): *भारतीय प्रशासनाची रूपरेषा*, राजमुद्रा प्रकाशन, नांदेड.
 17. पी. व्ही. भुताळे, पी. के. एकंबेकर आणि बी.सी. वडवळे (२००८): *भारतीय प्रशासनाची रूपरेषा*, सह्याद्री प्रकाशन, नांदेड.
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M. A. Part-I (Public Administration) First Semester

MPA1TE03 (A): (Core Elective)

INDIAN CONSTITUTION AND ADMINISTRATION

Course Outcomes:

1. Understanding the constitutional framework the Indian Administration is based.
2. Understanding the Rights and Duties of Indian Citizens.
3. Awareness about the system of Government envisaged in Indian Constitution.
4. Understanding the role and functions of constitutional bodies.

UNIT - I

Constitutional Framework:

Historical Background-The Company Rule (1773–1858); The Crown Rule (1858–1947), Making of the Constitution-Composition of the Constituent Assembly; Working of the Constituent Assembly; Committees of the Constituent Assembly; Preamble and Salient Features of the Constitution.

UNIT - II

Fundamental Rights; Directive Principles of State Policy and Fundamental Duties.

UNIT - III

System of Government:

Parliamentary System-Features, Merits and Demerits; Features and Critical Evaluation of the Federal System; Centre–State Relations- Legislative, Administrative and Financial Relations; Inter-State Relations-Inter-State Water Disputes; Inter-State Councils; Emergency Provisions-National Emergency; President’s Rule; Financial Emergency; Criticism of the Emergency Provisions.

UNIT - IV

Constitutional Bodies: Election Commission; Union Public Service Commission; State Public Service Commission; Finance Commission; Special Officer for Linguistic Minorities; Attorney General of India; Advocate General of the State.

Recommended Readings:

1. Basu, D. D. (2021): *Introduction to the Constitution of India*, Lexus Nexus: New Delhi.
2. Kashyap, Subhash C. (2021): *Our Constitution*, National Book Trust, New Delhi.

3. Choudhry, Khosla, et al. (2016): *The Oxford Handbook of the Indian Constitution*, Oxford University Press, New Delhi.
 4. Arora, Ramesh K. and Goyal, Rajni (2014): *Indian Public Administration: Institutions and Issues*, New Age International Publishers, New Delhi.
 5. Avasthi, A and Avasthi, A P (2020): *Indian Administration*, Laksmi Narain Aggarwal, Agra.
 6. Bidyut Chakrabarty and Prakash Chand (2016): *Indian Administration: Evolution and Practice*, Sage Publications, New Delhi.
 7. M. Laxmikant (2022): *Indian Polity*, McGraw Hill Education, New Delhi.
 8. के. आर. बंग (2016): *भारतीय प्रशासन व संविधानात्मक प्रक्रिया*, विद्याबुक्स, औरंगाबाद.
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M. A. Part-I (Public Administration) First Semester
MPA1TE03 (B) :(Core Elective)

DISASTER MANAGEMENT

Course Outcomes:

1. A conceptual understanding of disasters, their types and management.
2. An understanding of the strategies, leadership and management skills required for disaster management.
3. Acquaintance about the organizational framework of Disaster Management in India as well as lessons learnt from the incidents.
4. Awareness about the Management Disaster Risk Reduction as well as Disaster Management Cycle.

UNIT- I

Conceptual constructs: Disaster– concept and dimensions; Natural Disasters–Earthquakes, Volcanic Eruptions, Floods, Cyclones; Climate Change; Man-made Disasters– Anthropogenic, Soil Degradation, Desertification and Deforestation.

UNIT - II

Disaster Management in India: Organizational Framework for Disaster Administration in India at the Union, State and Local levels (including Nodal Agency, National Disaster Management Authority, State Authority) as per the Disaster Management Act, 2005; National Policy on

Disaster Management, 2009; National Disaster Management Plan, 2016 and 2019; Mega Disasters of India and Lessons Learnt.

UNIT-III

Disaster Risk Reduction: Inter-state Cooperation for Disaster Management; International Cooperation for Disaster Management- Global frameworks for Disaster Risk Reduction, Hyogo framework of Action, Sendai Framework for Disaster Risk Reduction, Asian Ministerial Conference on Disaster Reduction, United Nations Disaster Assessment and Coordination.

UNIT-IV

Disaster Management Cycle- Prevention, Preparedness, Mitigation, Response and Recovery; Disaster Communication System (Early Warning and its Dissemination); Community Based Disaster Management; Role of NGOs, Army, and Media in Disaster Management; Retrofitting of Buildings; Climate Change and Disasters; Poverty and Disasters; Disaster Management- Training and Education.

Recommended Readings:

1. Asian Development Bank (1991): *Disaster Mitigation in Asia and the Pacific*, ADB: Manila.
2. R. Subramanian (2018): *Disaster Management*, Vikas Publishing House, New Delhi.
3. Sulphrey M. M. (2016): *Disaster Management*, PHI Learning Private Limited, New Delhi.
4. Dhawan, Nidhi Gauba and Khan, Ambrina Sardar (2012): *Disaster Management and Preparedness*, CBS Publications: New Delhi.
5. Kumar, Rajesh (2018): *E-Governance and Disaster Management*, Gen Next Publications: New Delhi.
6. Monappa, K C (2004): *Disaster Preparedness*, Akshay Public Agencies: New Delhi.
7. Narayan, B (2009): *Disaster Management*, APH Publishing Corporation: New Delhi.
8. Nayak, Shailesh abd Siri Zlatanova (Eds.) (2008): *Remote Sensing and GIS Technologies for Monitoring and Prediction of Disasters*, Springer: Berlin.
9. Palanivel, K; Saravanel, J; and Gunasekaran, S (2015): *Disaster Management*, Allied Publishers: New Delhi.
10. Sharma, Vinod K (2013): *Disaster Management*, Medtech: New Delhi.
11. Agrahari, Ravi (2022): *Environmental Ecology, Biodiversity, Climate Change and Disaster Management*, McGraw Hill, New Delhi.
12. प्रीती पोहेकर (२०१९): *भारतातील आपत्ती व्यवस्थापन व प्रशासन*, सेज: मुंबई.
13. संभाजी खराट (२०१२): *आपत्ती व्यवस्थापन*, प्रतिमा प्रकाशन: पुणे.

M. A. Part-I (Public Administration) First Semester

MPA1TE03(C): (Core Elective)

PANCHAYATI RAJ

Course Outcomes:

1. Acquiring the theoretical knowledge and understanding of the evolution and growth of Panchayati raj institutions.
2. Gaining insights about composition, role and functions, finances of Panchayati raj institutions.
3. Connecting the role and relationships of rural local democratic decentralized institutions (PRIs) with other related issues and institutions.
4. Understanding of Rural Well-being and Rights based Legislative Design.

UNIT-I

Introduction: Evolution and Growth of rural local governance in India focusing on constitutional provisions; community development program and committees and commissions on panchayati raj constituted by the Government of India; 73rd Constitutional Amendment Act; Panchayat (Extension to the Scheduled Areas) Act, 1996 (PESA).

UNIT-II

Panchayati Raj Institutions(with special reference to Maharashtra): Gram Sabha– composition, functions and role; Gram Panchayat– composition, functions and role; Panchayat Samiti– composition, functions and role; and Zila Parishad – composition, functions and role.

Panchayati Raj in Action-Panchayati Raj in West Bengal, Kerala, Karnataka, Uttar Pradesh and Madhya Pradesh.

UNIT-III

Institutional Framework for PRIs: District Rural Development Agency; District Planning Committee; State Election Commission; State Finance Commission.

Issues: Panchayati Raj Finance; Devolution of powers, functions and Activity Mapping; Panchayati Raj Bureaucracy in Rural Development.

UNIT-IV

Rural Well-being and Rights-based Legislative Design: Mahatma Gandhi National Rural Employment Guarantee Act; National Rural Health Mission; Pradhan Mantri Gram Sadak Yojana; Deendayal Antyodaya Yojana- National Mission for Rural Livelihoods (DYA-NMRL);

Pradhan Mantri Awaas Yojana-Graamin (PMAY-G); National Social Assistance Programme; Saansad Adarsh Gram Yojana.

Recommended Readings:

1. S.R. Maheswari (2020): *Local Government in India*, Lakshmi Narain Agarwal, Agra.
 2. Jitendra Wasnik (2020): *Panchayats at Work*, Authorspress, New Delhi.
 3. Jitendra Wasnik (2020): *Rural Development Administration in India*, HSRA Publications, Bangalore.
 4. Y. S. Sisodia, A. Bhat & T. K. Dalpati (2018): *Two Decades of Panchayati Raj in India-Experience, Issues, Challenges and Opportunities*, Rawat Publications, Jaipur.
 5. Kuldeep Mathur (2013): *Panchayati Raj*, Oxford University Press, New Delhi.
 6. S. L. Goel and Shalini Rajneesh (2009): *Panchayati Raj in India- Theory and Practice*, Deep & Deep Publications, New Delhi.
 7. Rakesh Hooja and Sunil Dutt (2010): *Fifty years of Panchayati Raj and Decentralized Development*, IIPA, New Delhi.
 8. Singh Katar (2009); *Rural Development: Principles, Policies and Management*, New Delhi; Sage Publication.
 9. Singh Satyajit & Pradeep Sharma (ed.) (2007): *Decentralization: Institutions and Politics in Rural India*, New Delhi; Oxford University Press.
 10. M. Aslam (2007): *Panchayati Raj in India*, National Book Trust, New Delhi.
 11. Surat Singh and Mohinder Singh (Eds.) (2006): *Rural Development Administration in 21st Century: A Multi-Dimensional Study*, New Delhi: Deep & Deep Publications.
 12. L. C. Jain (2005): *Decentralization and Local Governance*, Orient Longman, New Delhi.
 13. Vinod Vyasulu (2003): *Panchayats, Democracy and Development*, Rawat Publications, New Delhi.
 14. श्याम शिरसाठ आणि भगवानसिंग बैनाडे (२०१४): *पंचायती राज आणि नागरी प्रशासन*, विद्या बुक्स, औरंगाबाद.
 15. कुमार अग्रवाल (2018): *भारत में पंचायती राज*, प्रभात प्रकाशन, दिल्ली.
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M. A. Part-I (Public Administration) First Semester

MPA1TE03 (D): (Core Elective)

URBAN GOVERNANCE IN INDIA

Course Outcomes:

1. Knowledge of the evolution and growth of urban local bodies in India.
2. Understanding about the composition, role, functions, and finances of urban local bodies.
3. Gaining insights about Urban Town Planning and associated problems.
4. Understanding the new concepts in the field of Urban Development.

UNIT-I

Introduction: Municipal Governance- Evolution; Meaning and Significance of Urban Local Government; Features, Problems and Challenges of Urbanization in India; 74th Constitutional Amendment- Salient Features and its Critique.

UNIT-II

Organizational Framework for Urban Governance: Structure, Composition and Functions of Metropolitan Committees, Municipal Corporations, Municipal Councils, Cantonment Boards and Nagar Panchayats; Special Purpose Urban Authorities; District Planning Committee; Municipal Planning Committee.

UNIT-III

Issue Areas in Urban Governance: Rural-Urban relations; Globalization and Urban governance; Municipal Personnel System; Municipal Finances; Sources of Finance of Municipal Bodies; Urban Governance in Action- Chennai, Mumbai, Kolkata and Delhi

UNIT-IV

Urban (Town) Planning; Ministry of Housing & Urban Affairs, Urban Poverty Alleviation initiatives; Urban Development Authorities- Housing and Urban Development Corporation (HUDCO) and City and Industrial Development Corporation (CIDCO); Urban Development Schemes/Programmes-SMART Cities, Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Deendayal Antyodaya Yojana- National Urban Livelihoods Mission (NULM).

Recommended Readings:

1. S.R. Maheswari (2020): *Local Government in India*, Lakshmi Narain Agarwal, Agra.
2. R. K. Pandey, Bidyut Chakrabarty (2018): *Local Governance in India*, Sage Publications, New Delhi.

3. Pardeep Sachdeva (2011): *Local Government in India*, Pearson, Delhi.
 4. Bhatnagar K. K. and K.K. Gadeock (2007): *Urban Development and Administration*, New Delhi: Rawat Publications.
 5. Nishith Raj and Richa Varmani (2007): *Urban Governance in India: Challenges and Prospects*, New Delhi: New Royal Book Company.
 6. Rao C. Nagaraj and G. Sai Prasad (2007): *Accountability of Urban Local Governments in India*, New Delhi: Atlantic Publishers.
 7. Sivarama Krishnan K.C., Amitabh Kundu and B.N. Singh (ed.) (2007): *The Oxford Handbook of Urbanization in India*, New Delhi, Oxford University Press.
 8. Neerja Gopal Jayal, Amit Prakash and Pradeep K. Sharma (2007): *Local Governance in India Decentralization and Beyond*, Oxford University Press, New Delhi.
 9. Pranab Bardhan and Dilip Mookherjee (ed), (2007): *Decentralization and Local Governance in Developing Countries: A Comparative perspective*, Oxford University Press, New Delhi.
 10. Jain L.C. (ed.) (2005): *Decentralization and Local Governance*, New Delhi, Orient Longman.
 11. श्याम शिरसाठ आणि भगवान सिंह बैनाडे (२०१४): *पंचायती राज आणि नागरी प्रशासन*, विद्या बुक्स, औरंगाबाद.
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M.A. Part-I (Public Administration) First Semester

MPA1TO04 (A): (Open Elective/Skill Based)

E-GOVERNANCE

Course Outcomes:

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

UNIT – I

Concept, Scope and Significance of e-Governance; Evolution of e-Governance; Theories and Models of e-Governance.

UNIT – II

Growth of e-Governance initiatives in India, Pre -National e-Governance Plan and Post NeGP

(NeGP 2006); e-Governance Initiatives in the area of Government to Citizens (G2C), Government to Business (G2B) and Government to Government (G2G).

UNIT –III

IT Act– 2000 (ICT Act and important features of the Act); Ministry of Electronics and Information Technology; Information Security and Cyber Security.

UNIT-IV

Issues & Challenges for e-Governance: e-Readiness; Digital Divide; Capacity Building for e-governance; Adaptation of Technology and Administrative Reforms.

Case Studies: Bhoomi (Karnataka); e-Seva (Andhra Pradesh); e-Governance initiatives in Maharashtra.

Recommended Readings:

1. Sangita Dhal (2021): *E-governance and Citizen Engagement: New Directions in Public Administration*, Sage Publications, New Delhi.
2. Bhatnagar, S C (2004): *E-Government: From Vision to Implementation*, Sage: New Delhi.
3. Bouwman, Harry; Hooff, Bart van den; Vingaert, Lidwien van de; and Dijk, Jan van (2005): *Information and Communication Technology in Organizations: Adoption, Implementation, Uses and Effects*, Sage Publications: New Delhi.
4. C.S.R. Prabhu (2004): *E-Governance-Concepts and Case Studies*, Prentice Hall of India: New Delhi.
5. Milakovich, Michael E. (2012): *Digital Governance- New Technologies for improving Public Service and Participation*, Routledge: New York.
6. Pardhasaradhi, Y. (2009): *E-Governance and Indian Society*, Kanishka: New Delhi.
7. Satyanarayana, J. (2006): *E-Government*, PHI: New Delhi.
8. Sodhi, Inderjeet Singh (2015): *Trends, Prospects and Challenges in Asian E-Governance*, IGI Global: Hershey, PA, USA.
9. Sodhi, Inderjeet Singh (2017): *E-Governance in India*, University Book House: Jaipur.
10. Reddy, Urmila (2012): *E-Governance in India- New Trends in Public Administration*, LAP Lambert Academic Publishing Co., Germany.
11. उर्मिला रेड्डी (२०१९): ई-प्रशासन, विद्या बुक्स, औरंगाबाद.
12. सुभाष भटनागर, ई-गव्हर्नमेंट, डायमंड प्रकाशन, पुणे, (२०१०) अनु. (सुहासिनी खेर)

M. A. Part-I (Public Administration) First Semester
MPA1TO04 (B): (Open Elective/Skill Based)

OFFICE MANAGEMENT

Course Outcomes:

1. Students will be able to support management in office administration.
2. Students will be able to manage records.
3. Students will be able to execute the duties of an office administrator.
4. Students will be able to learn Administrative Improvement and Management aid tools and techniques.

UNIT-I

Office-Meaning and Functions and Importance; Office Manager- Qualifications, Functions, Duties and Responsibilities; Scientific Office Management

UNIT-II

Location of Office; Office Building; Office Layout; Office Environment; Office Organization, Office Services

UNIT-III

Office System and Procedures; Office Manuals- Forms, Designing and Control

UNIT-IV

Records Management- Filing, Classification, Indexing and Preservation of Records; Office Communication- Types, Modern Communication System;
Office Correspondence and Mail Services; Role of Public Relations Officer

Recommended Readings:

1. R.C. Bhatia (2019): *Principles of Office Management*, New Delhi: Lotus Press.
2. I. M. Sahai (2019): *Office Management*, Sahitya Bhawan Publications, Agra.
3. R.K. Chopra (2017): *Office Management*, Himalaya Publishing House, Mumbai.
4. R.K. Chopra & Ankita Chopra (2006): *Office Management*, Himalaya Publishing House, Mumbai.
5. Arora, S.P. (2009): *Office Organisation and Management*, New Delhi: Vikas publishing House.
6. Balanchandran, V. & Chandrasekaran, V. (2009): *Office Management*, New Delhi: Tata McGraw Hill.

7. Bhatia, R.C. (2005): *Principles of Office Management*. New Delhi: Lotus Press.
 8. Chopra, R.K. (2010): *Administrative Office Management*, New Delhi: Himalaya Publishing House.
 9. Dubey, N.B. (2009): *Office Management*, New Delhi: Global India Publications.
 10. Gadkari, S.S. (1997): *Office Management for Public Administration*. New Delhi: Concept.
 11. Thukaram, M.E., (2000): *Office Organization and Management*, New Delhi: Atlantic Publishers and Distributors.
 12. Zone, K. Quible (2001): *Administrative Office Management*. New Delhi: Prentice Hall.
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M. A. Part-I (Public Administration) First Semester
MPA1TO04(C) :(Open Elective/Skill Based)
LEADERSHIP AND MANAGERIAL SKILLS

Course Outcomes:

1. Students will develop and explore their own competence with regard to the dimensions of difference, especially as it relates to others in their communities.
2. Students will come to realize that serving as a leader is more than holding a position.
3. Students will develop a comprehensive set of practical skills and tools to rely on through leadership practice. Such skills and tools include time management, meeting management and agenda setting, group dynamics and team building.

UNIT-I

Leadership Skills:

- a) Understanding Leadership and its Importance- What is Leadership? Why Leadership is required? What are the qualities of an ideal leader?
- b) Models of Leadership- Key characteristics of an effective leader, Leadership styles.
- c) Basic Leadership Skills- Motivation, Team work, Negotiation, Networking.

UNIT-II

Managerial Skills:

- a) Basic Managerial Skills- Planning for effective management, How to organise teams? Recruiting and retaining talent, Delegation of tasks, Learn to coordinate, Conflict management

b) Self-Management Skills- Understanding self-concept, Developing self-awareness, Self-examination, Self-regulation.

UNIT-III

Innovative Leadership:

- a) Innovative Leadership- Concept of emotional and social intelligence, Synthesis of human and artificial intelligence. Why does culture matter for today's global leaders?
- b) How to transform challenges into opportunities? How to develop human-centric solutions for creating social good?

UNIT-IV

Ethics and Integrity:

- a) Learning through Biographies- What makes an individual great? Understanding the personality of a leader for deriving holistic inspiration; Drawing insights for leadership; How leaders sail and come out through difficult situations?
- b) Ethics and Conduct- Importance of ethical leadership; Ethical decision making; Personal and professional moral; Code of conduct; Creating a harmonious life.

Recommended Readings:

1. Bahaudin Ghulam Mujtaba (2013): *Managerial Skills and Practices for Global Leadership*, I lead Academy, New Delhi.
 2. Caroselli, Marlene (2000): *Leadership Skills for Managers*, New York: McGraw Hill.
 3. Mcgrath, E.H. (2011): *Basic Managerial Skills for All*, New Delhi: PHI Learning Private Limited.
 4. Upadhyay, Ranvijay (2018) *Ethics, Integrity and Aptitude in Governance*, Sage Publications: New Delhi.
 5. Yukl, Gary (2017): *Leadership in Organization*, Pearson Education, New Delhi.
 6. Northouse, Peter G. (2010): *Leadership- Theory and Practice*, Sage, New Delhi.
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PERSONALITY DEVELOPMENT

Learning outcomes:

1. Imparting theoretical knowledge of the concepts such as personality, skills, values, communication, motivation and leadership.
2. Developing necessary skill among students to understand themselves based on the theoretical understanding of their personality, skills, values, communication, motivation and leadership.
3. Helping students in acquiring desired kinds of attitude, etiquettes, communication skills required for rational decision making.

UNIT - I

Personality Development– Concept; Skills and Value orientation of Personality Development; Stages of personality development; Factors Affecting Personality development; Personality Traits; Concepts – Creativity, Attitudes and Etiquettes.

UNIT - II

Managing Self-Mind and Motivation, Leadership and Conflict Resolution: Managing Self-Mind, Body and Soul; Motivation– meaning, theories and types; Leadership–meaning, types, functions and various theories; Conflict– meaning, reasons and consequences; Conflict Resolution- Need and various approaches and institutions.

Recommended Readings:

1. Heller, Robert (2002): *Effective Leadership*. D K Publishing: New Delhi.
2. Hurlock, E B (2006): *Personality Development*, Tata McGraw Hill: New Delhi.
3. Khan, S R (2014): *Personality Development*, Ramesh Publishing House: Delhi.
4. Kumar, Pravesh (2005): *All About Self-Motivation*, Goodwill Publishing House: New Delhi.
5. Lucas, Stephen (2001): *Art of Public Speaking*, Tata McGraw Hill: New Delhi.
6. Mile, D J (2004): *Power of Positive Thinking*, Rohan Book Company: Delhi.
7. Pease, Allan and Pease, Barbara (2017): *The Definitive Book of Body Language*, Sudha Publications: Delhi.
8. Publications: Delhi.
9. D. P. Sabharwal (2015): *Personality Development Handbook (Hindi)*, Fingerprint! Publishing, New Delhi.

ADMINISTRATIVE THEORY-II

Course Outcomes:

1. Learning the Concepts of Accountability and Control in Public Administration.
2. Theoretical clarity of basic concepts and dynamics relating to Administrative Law, Comparative Public Administration and Development Administration.

UNIT - I

Accountability and control: Concepts of accountability and control; Legislative, Executive and Judicial control over administration; Citizen and Administration; Role of media, interest groups, voluntary organizations; Civil society; Citizen's Charters; Right to Information; Social audit.

UNIT - II

Administrative Law: Meaning, scope and significance; Dicey on Administrative law; Delegated legislation; Administrative Tribunals.

UNIT - III

Comparative Public Administration: Historical and sociological factors affecting administrative systems; Administration and politics in different countries; Current status of Comparative Public Administration; Ecology and administration; Riggsian models and their critique.

UNIT - IV

Development Dynamics: Concept of development; Changing profile of development administration; 'Anti-development thesis'; Bureaucracy and development; Strong State versus the market debate; Impact of liberalization on administration in developing countries; Women and development the self-help group movement.

Recommended Readings:

1. Mohit Bhattacharya (2018): *New Horizons of Public Administration*, Jawahar Publishers, New Delhi.
2. Rumki Basu (2019): *Public Administration-Concepts and Theories*, Sterling Publishers, New Delhi.
3. Hoshier Singh & Pardeep Sachdeva (2005): *Administrative Theory*, Kitab Mahal, New Delhi.
4. M.P. Sharma and B. L. Sadana (2018): *Public Administration in Theory and Practice*, Kitab Mahal, Allahabad.
5. S. L. Goel (2003): *Public Administration-Theory & Practice*, Deep & Deep Publications, New Delhi.

6. B. L. Fadia & Kuldeep Fadia (2020): *Public Administration*, Sahitya Bhawan Publications, Agra.
 7. Dhameja, Alka (ed.) (2003): *Contemporary Debates in Public Administration*, New Delhi: Prentice-Hall India.
 8. Medury, Uma (2018): *Public Administration in the Globalization Era*, New Delhi; Orient Blackswan.
 9. अवस्थी एवं महेश्वरी (२०२०): लोक प्रशासन, लक्ष्मि नारीन अगरवाल, नई दिल्ली.
 10. एम. लक्ष्मिकांत (२०१२): लोक प्रशासन, टाटा मच्चाहिल, नई दिल्ली.
 11. सुरेंद्र कटारिया (२०१९): लोक प्रशासन, राजस्थान हिंदी ग्रंथ अकादमी, जयपुर.
 12. एन. आर. इनामदार आणि सुनिता काळे (१९९७): लोक प्रशासन, दास्ताने क., पुणे .
 13. पी. बी. पाटील (२०१८): लोक प्रशासन, फडके प्रकाशन, कोल्हापूर.
 14. पी. एम. बोरा आणि श्याम शिरसाठ (2005): लोक प्रशासन , विद्या बूक्स, औरंगाबाद.
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M. A. Part-I (Public Administration) Second Semester

MPA2T02: (Core)

INDIAN ADMINISTRATION-II

Course Outcomes:

1. Evaluate the machinery of planning, its need and importance for the development of the country.
2. Acquire knowledge about law and order administration in the country.
3. Evaluate and assess various administrative reforms undertaken by the country from time to time.
4. Analyse and evaluate the significant issues in Indian Administration.
5. The students will be able to equip with skills necessary to undertake analysis of administrative process and issues in India.

UNIT-I

Plans and Priorities: Machinery of planning; Role, composition and functions of the NITI Aayog and the National Development Council; 'Indicative' planning; Process of plan formulation at Union and State levels; Constitutional Amendments (1992) and decentralized planning for economic development and social justice.

UNIT-II

Law and Order Administration: British legacy; National Police Commission; Investigative agencies; Role of Central and State Agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism; Criminalization of politics and administration; Police-public relations; Reforms in Police.

UNIT-III

Administrative Reforms since Independence: Major concerns; Important Committees and Commissions; Reforms in financial management and human resource development; Problems of implementation.

Public Sector Undertakings: Public sector in modern India; Forms of Public Sector Undertakings; Problems of autonomy, accountability and control; Impact of liberalization and privatization.

UNIT-IV

Significant issues in Indian Administration: Values in public service; Regulatory Commissions; National Human Rights Commission; Problems of administration in coalition regimes; Citizen-administration interface; Corruption and administration; Disaster management.

Recommended Readings:

1. Arora, Ramesh K. and Goyal, Rajni (2014): *Indian Public Administration: Institutions and Issues*, New Age International Publishers: New Delhi.
2. Radhakrishnan Sapru (2018): *Indian Administration: A Foundation of Governance*, Sage Publications: New Delhi.
3. Avasthi, A and Avasthi, A P (2020): *Indian Administration*, Lakshmi Narain Aggarwal: Agra.
4. Bidyut Chakrabarty and Prakash Chand (2016): *Indian Administration: Evolution And Practice*, Sage: New Delhi.
5. Fadia, B L and Fadia, Kuldeep (2017): *Indian Administration*, Sahitya Bhawan: Agra.
6. Kapur, Devesh; Mehta, Pratap Bhanu and Vaishnav, Milan (Eds.) (2017): *Rethinking Public Institutions in India*, Oxford University Press: New Delhi.
7. Maheshwari, S R (2018): *Indian Administration*, Orient Longman: New Delhi.
8. Sharma, Ashok (2016): *Administrative Institutions in India*, RBSA Publishers: Jaipur.
9. Sharma, Prabhu Datta and Sharma, B M (2009): *Indian Administration: Retrospect and Prospect*, Rawat Publications: Jaipur.
10. Wasnik, Jitendra (2020): *Public Administration in India*, Blue Rose Publications: New Delhi.

11. विदुयत चक्रवर्ती आणि प्रकाश चंद (२०१६): भारतीय प्रशासन- उत्क्रांती आणि व्यवहार, सेज, नवी दिल्ली, अनु. देवयानी देशपांडे.
 12. अवस्थी एवं अवस्थी (२०२०): भारतीय प्रशासन, लक्ष्मि नारीन अगरवाल, आग्रा.
 13. के. आर. बंग (2004): भारतीय प्रशासन, विद्या बुक्स, औरंगाबाद.
 14. श्यामसुंदर वाघमारे, सुरेश गजभारे आणि विजय सूर्यवंशी (२००८): भारतीय प्रशासनाची रूपरेखा, राजमुद्रा प्रकाशन, नांदेड.
 15. पी. व्ही. भुताळे, पी. के. एकंबेकर आणि बी.सी. वडवळे (२००८): भारतीय प्रशासनाची रूपरेखा, सह्याद्री प्रकाशन, नांदेड.
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M. A. Part-I (Public Administration) Second Semester

MPA2TE03 (A) : (Core Elective)

ADMINISTRATIVE ETHICS AND GOVERNANCE

Course Outcomes:

1. An understanding about the philosophy of ethics with special reference to ethics in Public life and accountability of Public services.
2. Enhanced problem solving skills in situations involving integrity, probity in Public life and acquiring problem solving approach.
3. Capacity to logically and effectively communicate on ethics and governance.

UNIT-I

Ethics and Human Interface: Essence, Determinants and Consequences of Ethics in Human Actions; Dimensions of Ethics; Ethics in Private and Public Relationships. Human Values- Lessons from the Lives and Teachings of Great Leaders; Reformers and Administrators; Role of Family, Society and Educational Institutions in Inculcating Values

UNIT-II

Attitude: Content, Structure, Function; Moral and Political Attitudes; Aptitude and Foundational Values for Civil Service, Integrity, Impartiality and Non-partisanship, Objectivity, Dedication to Public Service, Empathy, Tolerance and Compassion towards the weaker-sections.

Emotional Intelligence- Concepts, and their Utilities and Application in Administration and Governance

UNIT-III

Public/Civil Service Values and Ethics in Public Administration: Status and Problems; Ethical Concerns and Dilemmas in Government and Private Institutions; Laws, Rules, Regulations and Conscience as Sources of Ethical Guidance; Accountability and Ethical Governance; Strengthening of Ethical and Moral Values in Governance

UNIT-IV

Probity in Governance: Concept of Public Service; Philosophical Basis of Governance and Probity; Information Sharing and Transparency in Government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work Culture, Quality of Service Delivery, Utilization of Public Funds, Challenges of Corruption.

Recommended Readings:

1. Arora, R K (2008): *Ethics in Governance: Innovations Issues and Instrumentalities*, Rawat: Jaipur.
 2. Arora, Ramesh K (Ed.) (2014): *Ethics, Integrity and Values in Public Service*, New Age International: New Delhi.
 3. Chakraborty, Bidyut (2016): *Ethics in Governance in India*, Routledge: New Delhi.
 4. Chaturvedi, T N (Ed.) (1996): *Ethics in Public Life*, IIPA: New Delhi.
 5. Godbole, M (2003): *Public Accountability and Transparency: The Imperatives of Good Governance*, Orient Longman: New Delhi.
 6. Terry L. Cooper (1994): *Handbook of Administrative Ethics*, Marcel Dekker Inc, New York.
 7. Hooja, R (2008): *Corruption, Ethics and Accountability: Essays by an Administrator*, IIPA: New Delhi.
 8. Mathur, B P (2014): *Ethics for Governance: Reinventing Public Services*, Routledge Taylor and Francis Group: New Delhi.
 9. Sawshilya, A (2012): *Ethics and Governance*, Pearson Education: New Delhi.
 10. Second Administrative Reforms Commission (2007) *Ethics in Governance*, Government of India: New Delhi.
 11. Sharma, P D (2017): *Ethics, Integrity and Aptitude*, Rawat Publications: New Delhi.
 12. Sheeran, P J (2006): *Ethics in Public Administration – A Philosophical Approach*, Rawat: Jaipur.
 13. Upadhyay, Ranvijay (2018): *Ethics, Integrity and Aptitude in Governance*, Sage Publications: New Delhi.
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M. A. Part-I (Public Administration) Second Semester
MPA2TE03 (B): (Core Elective)
DEVELOPMENT ADMINISTRATION

Course Outcomes:

1. Acquire knowledge about development administration and its related issues.
2. Students will be able to expose to the core area of Development Administration, besides being offered opportunities for pursuing individual applied areas of interest through elective courses.
3. Acquire knowledge about the Role of International Agencies in Development Administration and New Perspective of Development.

UNIT - I

Development Administration: Meaning, concept, nature, scope, features and significance; Development Administration and Traditional Administration; Emergence and present status of Development Administration; Administration of Development and Development of Administration; Dimensions and Approaches of Development Administration; Administrative Patterns in Developing Countries; Contribution of Edward Weidner, Fred W. Riggs and Dwight Waldo.

UNIT– II

Development Planning in India: Evolution of Planning in India, Role of NITI Aayog, Decentralized Planning; Bureaucracy and Development Administration; Administrative Capability for Development.

UNIT– III

Role of International Agencies in Development in India: United Nations, The World Bank, Food and Agriculture Organization (FAO), International Monetary Fund (IMF), World Health Organization (WHO), UNICEF, UNESCO.

UNIT – IV

New Perspectives of Development: Women and Self-help Groups in India; Sustainable Development and Sustainable Development Goals (SDGs); Inclusive Development; Tribal Development in India, Role of Citizens' participation and Civil Society in Development Administration.

Recommended Readings:

1. Irwing Swederlow (1963): *Development Administration: Concepts and Problems*, Syracuse University Press, Syracuse (New York).
 2. Anupama Puri Mahajan (2019): *Development Administration in India*, Sage Publications: New Delhi.
 3. Jitendra Wasnik & Shyam Shirsath (2019): *Development Administration-Dynamics and Challenges*, Authorspress: New Delhi.
 4. Barnett, A. Doak and Riggs, Fred Warren (1970): *Frontiers of Development Administration*, Duke University Press: USA.
 5. Dwivedi, O P (1994): *Development Administration: From Under-development to Sustainable Development*, Macmillan: UK.
 6. Palekar, S A (2012): *Development Administration*, PHI Learning: New Delhi.
 7. Sapru, R K (2015): *Development Administration*, Sterling: New Delhi.
 8. Mohit Bhattacharya (2011): *Social Theory and Development Administration*, Jawahar Publishers, New Delhi.
 9. R.K. Sapru & Y. Sapru (2021): *Development Administration: Trend towards Development Management*, Sterling: New Delhi.
 10. Ratnakar Gaikwad (2021): *Initiatives in Development Administration*, YASHADA, Pune.
 11. Chakravarty Sukhamoy (1998): *Development Planning-The Indian Experience*, Oxford University Press, New Delhi.
 12. पुरी, के. के. एवं बरारा, जि. एस. (2013): *भारत में विकास प्रशासन*, भारत प्रकाशन, जालंधर.
 13. के. आर. बंग (२०११): *विकास प्रशासन*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-I (Public Administration) Second Semester

MPA2TE03 (C): (Core Elective)

STATE AND DISTRICT ADMINISTRATION IN MAHARASHTRA**Course Outcomes:**

1. Understand both the historical evolution of Maharashtra's administration and analysis and overview of development of the state.
2. Acquire an understanding about the formation and development of Maharashtra state.
3. Acquire knowledge about the functioning of state and district administration.

4. Analyze the role of various functionaries associated with state and district administration.
5. Address major issues pertaining to the development of Maharashtra state.

UNIT-I

Maharashtra State: Formation of Maharashtra State; Features of Administration of Maharashtra.

State Administration: Governor, Chief Minister and Council of Ministers; State Secretariat; Chief Secretary; Directorates; Divisional Commissioner

State Legislature: Structure and Functions of Vidhan Sabha and Vidhan Parishad

UNIT-II

High Court: Organisation, Independence, Jurisdiction and powers; Subordinate Courts; Organisation and functions of the Department of Home, Finance and Agriculture;

Constitutional and Statutory Bodies of Maharashtra: Maharashtra Public Service Commission; Lokayukta; Advocate-General; State Election Commission; State Finance Commission; YASHADA (Yashwantrao Chavan Academy of Development Administration).

UNIT-III

District Administration: History of District Administration; The Component part of District Administration; Collectorate; Functions of District Collector and his Changing Role; District Police Administration.

UNIT-IV

Revenue Administration in the District: Role of District Collector in Revenue Administration; Role and Functions of Sub-Divisional Officer, Tehasildar and Talathi

Recommended Readings:

1. S. S. Gadkari (1990): *Organization of the State Government of Maharashtra*, Himalaya Publishing House, Mumbai.
2. Government of India, Second Administrative Reform Commission (2009): *State and District Administration* (Fifteenth Report).
3. Arun Sadhu (2007): *Maharashtra*, National Book Trust, New Delhi.
4. U. B. Singh (2021): *State Administration in India: Emerging Issues and Challenges*, Kalpaz Publications, New Delhi.
5. के. आर. बंग (2016): महाराष्ट्राची प्रशासकीय व्यवस्था, विद्या बुक्स, औरंगाबाद.

6. के. आर. बंग (2013): जिल्हा प्रशासन, विद्या बुक्स, औरंगाबाद.
 7. शुभांगी राठी (2000): महाराष्ट्राचे प्रशासन आणि जिल्हा प्रशासन, अथर्व प्रकाशन, जळगाव.
 8. प्रवीण लोनारकर (२०२१): राज्य शासन आणि प्रशासन, नित्या प्रकाशन, भोपाल.
 9. अकोलकर आणि घारगे (२०१४): जिल्हा व महसूल प्रशासन, चिन्मय प्रकाशन, औरंगाबाद.
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M. A. Part-I (Public Administration) Second Semester
MPA2TE03 (D): (Core Elective)
STATE, SOCIETY AND ADMINISTRATION

Course Outcomes:

1. The students will be able to understand Relationship among State, Society and Public Administration.
2. The students will be able to understand interface between citizens and administration.
3. Acquire knowledge about the Role of Bureaucracy in Administration.
4. Analyse and evaluate the Emerging Concepts in Public Administration.

UNIT-I

Nature of the State; Relationship among State, Society and Public Administration; Changing Role of the State- Issues and Challenges; Liberal and Marxist Perspectives of the State; Neo-liberal Perspective.

UNIT –II

Interface between Citizens and Administration; Democratic Peoples' Struggles- Case Studies; Changing Norms of Social Equity, Participation, Flexibility and Autonomy; Social Participation- Issues of Gender, Weaker Sections and Environment; Changing Nature of Indian State.

UNIT- III

Role of Bureaucracy in Policy Formulation, Implementation and Analysis; Contemporary Context of Indian Bureaucracy; Impact of Globalisation on Administration; Challenges to Traditional Bureaucratic Paradigm.

UNIT –IV

Emerging Concepts: New Public Management, Reinventing Government and Business Process

Reengineering; Concept of Good Governance; Growing Role of Civil Society Organisations; Redefinition of Conflict Resolution; Ethical Concerns in Public Administration

Recommended Readings:

1. Bhattacharya, Mohit (1999): *Restructuring Public Administration: Essays in Rehabilitation*, Jawahar Publishers, New Delhi.
 2. Peters, B. Guy (1996): *The Politics of Bureaucracy*, Routledge, London.
 3. Bhattacharya, Mohit (2018): *New Horizons of Public Administration*, Jawahar Publishers, New Delhi.
 4. Ahuja, Ram (2015): *Society in India*, Rawat Publication, Jaipur.
 5. Trivedi, N. (2021): *Perspective on Governance and Society*, Rawat Publication, Jaipur.
 6. Shah, Ghanshyam (2019): *Democracy, Civil Society and Governance*, Sage Publication, New Delhi.
 7. O' Conner, K. (2014): *Public Administration in Contested Societies*, Palgrave Macmillan, London.
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M. A. Part-I (Public Administration) Second Semester
MPA2TO04 (A):(Open Elective/Skill Based)
HUMAN RESOURCE MANAGEMENT

Course Outcomes:

1. The paper attempts to make the students aware of the concepts and major areas of Human Resource Management with reference to India.
2. The paper attempts to familiarize the students with the concept of Public Personnel Administration covering the traditional concepts like recruitment, Training and Development.
3. The students would be able to understand employee development strategies, various aspects of Human Resource Development, rules of service, code of conduct and ethics, disciplinary action, negotiation machinery etc.

UNIT –I

Human Resource Management- Meaning, Nature, Scope and Significance; Environment of Human Resource Management; Strategic Human Resource Management

UNIT –II

Human Resource Planning; Job Analysis and Job Design; Recruitment, Selection; Orientation and Placement.

UNIT –III

Training and Development; Performance Appraisal and Job Evaluation; Employee Remuneration and Salary System; Rewards and Incentives Management; Basic Motivation, Participative Management, Employee Communication

UNIT –IV

Employee Welfare; Safety and Health; Industrial Relations; Trade Unions; Disputes and their Resolution; Human Resource Audit; Challenges of Human Resource Management

Recommended Readings:

1. K. Aswathappa (2018): *Human Resource Management*, Tata McGraw Hill, New Delhi.
 2. Pravin Durai (2020): *Human Resource Management*, Pearson, New Delhi.
 3. Chhabra, T. N. (2020): *An introduction to human resource management*, Sun India Publications, New Delhi.
 4. Gary Dessler & Biju Varrkey (2020): *Human Resource Management*, Pearson, New Delhi.
 5. V. S. P. Rao (2010): *Human Resource Management*, Excel Books, New Delhi.
 6. E. A. Ramaswamy (2000): *Managing Human Resources*, OUP, New Delhi.
 7. मामोरीया, चतुर्भुज, पंडित, कामेश्वर एवं रैना, प्रीती (२०१९): मानव संसाधन प्रबन्ध, साहित्य भवन प्रकाशन, नई दिल्ली.
 8. अन्सारी, ए. ए. (2021): *मानव संसाधन प्रबंध*, सपना अशोक प्रकाशन, वाराणसी.
 9. अग्रवाल, आर. सी. एवं सुरेश फौजदार (2020) : *मानव संसाधन प्रबन्ध*, SBPD पब्लिशिंग हाउस, आग्रा.
 10. सूरकार, अनिल आणि महावादीवार, अनिता (2019): *मानव संसाधन व्यवस्थापन*, साई जोती प्रकाशन, नागपूर.
 11. कानेटकर, मेधा आणि पाटील मिलिंद (2019): *मानव संसाधन व्यवस्थापन*, श्री साईनाथ प्रकाशन, नागपूर.
 12. पाटील आणि बोबडे (2017): *मानव संसाधन व्यवस्थापन*, अथर्व प्रकाशन, जळगाव.
 13. हरकाळ आणि चौधरी (2015): *मानव संसाधन व्यवस्थापन*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-I (Public Administration) Second Semester
MPA2TO04 (B): (Open Elective/Skill Based)
NEGOTIATION & CONFLICT MANAGEMENT

Course Outcomes:

1. Acquiring theoretical knowledge of negotiation process and its relevance in different professions.
2. Inculcation of a better understanding of the practical aspect of negotiation with the help of descriptive examples and class discussions.
3. Development of the necessary understanding to distinguish between negotiation and conflict management.
4. Being instilled with a sense of working in a collaborative environment at the workplace.
5. Having been fostered to grow as an individual in organization and society to become a professional and effective leader.

UNIT – I

Negotiation and Negotiation in Professional settings: Definition and Importance of Negotiation; Negotiation in day-to-day life; Negotiation vs. other Social interactions.

UNIT-II

Negotiation and Professional Communication: Negotiation at workplace; Negotiation in legal settings; Negotiation for leaders.

UNIT-III

Conflict and Negotiation: Introduction of Conflict and Negotiation; Negotiation and Politics; Negotiation and Public Administration; International Negotiations and Diplomacy.

UNIT-IV

Process and Theories: Negotiation Process– Introduction; Preparing for negotiation; Distributive bargaining and Integrative bargaining; Cross-cultural perspectives in negotiation.

Recommended Readings:

1. Negi, B. K. (2016): *Conflict Resolution and Management*, Swastik Publications, Delhi.
2. Singh, B. D. (2008): *Managing Conflict and Negotiation*, Excel Books, New Delhi.

3. Carrell, Michael R and Heavrin, Christina (2007): *Negotiating Essentials: Theory, Skills and Practices*, Pearson: USA.
 4. Cohen, Herb (1994): *You Can Negotiate Anything*, Carol Publishing Group, USA.
 5. Collins, Patrick (2011): *Negotiate to Win: Talking Your Way to Win*, Sterling, USA.
 6. Deutsch, Morton and Coleman, Peter T (2006): *The Handbook of Conflict Resolution*, Jossey- Bass, San Francisco.
 7. Fisher, Roger and Ury, William (2011): *Getting to Yes*, Penguin Group, United Kingdom.
 8. Wiggins, Charles B and Lowry, L Randolph (2005): *Negotiation and Settlement Advocacy: A Book of Readings*, West Academic Publishing, Minnesota.
 9. Stephan Proksch (2018): *Conflict Management*, Springer.
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M. A. Part-I (Public Administration) Second Semester
MPA2T004(C): (Open Elective/Skill Based)

SOCIAL AUDIT

Course Outcomes:

1. Conceptual and theoretical understanding of social audit.
2. Acquiring appropriate skills among students to conduct social audit independently.
3. Assimilating social audit process, case studies and best practices.

UNIT- I

Social Audit: Meaning, objectives, principles, types, process; Significance of Social Audit; Limitations of Social Audit and Way Forward; Social Audit Vs. Other Audits; Good Governance and Social Audit

UNIT-II

Origin of social audit in India; Social Audit Law; Social Audit Rules-2011 (Audit of Scheme Rules, 2011)

UNIT- III

Application of Social Audit: Methods of Social Audit; Tools and modes of social audit; Training module.

UNIT- IV

Social Audit and MGNREGA; Social Audit and The Right to Information Act; Andhra Pradesh-Society for Social Audit, Accountability and Transparency (SSAAT); Best Practices in Social Audit.

Recommended Readings:

1. Bijoy K Jha & Savita Mishra (2019): *Social Audit- Promoting Good Governance*, ABS Books, New Delhi.
 2. Vibha Desai (2015): *Fundamentals of Social Audit: Concepts & Practices*, Wisdom Press, New Delhi.
 3. Aggarwal, Nomita (Ed.) (2003): *Social Auditing of Environmental Laws in India*, New Century Publications: New Delhi.
 4. Rahim, Mia; Mahmudur, Idowu and Samuel, O (2015): *Social Audit Regulation Development, Challenges and Opportunities*, Springer: Switzerland.
 5. Saunders, Peter (1995): *Capitalism: A Social Audit* (Concept in Social Thought) University of Minnesota Press: Minnesota.
 6. Best Practices in Social Audit (2008-2009): *Participatory Research in Asia (PRIA)*, New Delhi.
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M. A. Part-I (Public Administration) Second Semester

MPA2AC06: (Audit Course)

COMMUNICATION SKILLS

Learning outcomes:

1. Imparting theoretical knowledge of the concepts such as personality, skills, values, communication, motivation and leadership.
2. Developing necessary skill among students to understand themselves based on their theoretical understanding of personality, skills, values, communication, motivation and leadership.
3. Helping students in acquiring desired kind of attitude, etiquettes, communication skills required for rational decision making.

UNIT - I

Communication: Meaning and importance; Communication skills, Verbal & Non Verbal communication; Decision making–meaning, importance, determinant factors, and techniques.

UNIT - II

Managing Self-Mind and Motivation, Leadership and Conflict Resolution: Managing Self-Mind, Body and Soul; Motivation– meaning, theories and types; Leadership–meaning, types and functions; Conflict– meaning, reasons and consequences; Conflict Resolution- Need and various approaches and institutions.

Recommended Readings:

1. Adair, John (2009): *Effective Communication*, Pan MacMillan: London.
 2. Becker, Ethan F. and Wortmann, Jon (2009): *Mastering Communication at Work: How to Lead, Manage, and Influence?* McGraw Hill: New Delhi.
 3. Gracia, Helio Fred (2012): *The Power of Communication: The Skills to Build Trust, Inspire Loyalty and Lead Effectively*, Pearson Education: New Jersey.
 4. Heller, Robert (2002): *Effective Leadership*, D K Publishing: New Delhi.
 5. Lucas, Stephen (2001): *Art of Public Speaking*, Tata McGraw Hill: New Delhi.
 6. Prasad, H M (2001): *How to Prepare for Group Discussion and Interview*, Tata McGraw Hill: New Delhi.
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LOCAL GOVERNANCE

Course Outcomes:

1. Acquire the basic understanding about the concept, issues and theories of local government.
2. Analyse issues pertaining to financial, personnel administration of local bodies.
3. Acquire skills and knowledge to identify the areas and problems of local governance and apply them to address and solve the local problems of their areas.
4. The lesser known aspects of the interface between Panchayats and other institutions of local governance in local development.

UNIT-I

Meaning and significance of Local Governance; Democratic Decentralization; Models of Local Governance- (a) Gandhi (1869–1948): The Idea of Village Swaraj, (b) Ambedkar (1891-1956): The Idea of Village Panchayat, (c) Mao Zedong (1893–1976): The Idea of Commune, (d) Julius Nyerere (1922–99): The Idea of Ujamaa

UNIT-II

History of Local Governance in India, Local Governance in Post-independent India; 73rd and 74th Constitutional Amendments; PESA

Types, Structure and Functions of Local Governance; Personnel Administration- Panchayat Personnel System, Municipal Personnel System; Financial Administration- Finances of Panchayats, Municipal Finances; District Planning Committee

UNIT-III

Rural Development: Institutions and agencies since Independence; Rural development programmes: foci and strategies; Decentralization and Panchayati Raj

Urban Local Government: Municipal governance: main features and problem areas; Global-local debate; New localism; Development dynamics, politics and administration with special reference to city management.

UNIT-IV

Local Politics and local governance- Power politics and Politics of Caste, Class and Gender; Issues in Mainstreaming Gender in Local Governance; Role of Information and Communication

Technology in Local Governance; Changing Nature of Local Governance; Future Prospects of Local Governance.

Recommended Readings:

1. Bidyut Chakrabarty & Rajendra Kumar Pandey (2019): *Local governance in India*, Sage Publications, New Delhi.
 2. S.R. Maheswari (2020): *Local Government in India*, Lakshmi Narain Agarwal, Agra.
 3. T. R. Raghunandan (ed.) (2018): *Decentralisation and Local Governments: The Indian Experience*, Orient BlackSwan, New Delhi.
 4. Rani D. Mullen (2011): *Decentralization, Local Governance, and Social Wellbeing in India: Do Local Governments Matter?*, Routledge, New York.
 5. Pranab Bardhan and Dilip Mookherjee (eds) (2007): *Decentralization and Local Governance in Developing Countries: A Comparative perspective*, Oxford University Press, New Delhi.
 6. Neerja Gopal Jayal, Amit Prakash and Pradeep K. Sharma (2007): *Local Governance in India: Decentralization and Beyond*, Oxford University Press, New Delhi.
 7. Jain L.C. (ed.) (2005): *Decentralisation and Local Governance*, New Delhi, Orient Longman.
 8. Pardeep Sachdeva (2011): *Local Government in India*, Pearson Education India, Delhi.
 9. Surat Singh (2004): *Decentralized Governance in India-Myth and Reality*, Deep & Deep, New Delhi.
 10. Wasnik, Jitendra (2020): *Rural Development Administration in India*, HSRA Publications, Bangalore.
 11. एस. आर. माहेश्वरी (2020): *भारत में स्थानीय शासन*, लक्ष्मि नारीन अग्रवाल, आग्रा.
 12. श्याम शिरसाठ आणि भगवानसिंग बैनाडे (2014): *पंचायती राज आणि नागरी प्रशासन*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-II (Public Administration) Third Semester

MPA3T02: (Core)

PERSONNEL AND FINANCIAL ADMINISTRATION

Course Outcomes:

1. Conceptual clarity regarding personnel administration, its issues, career systems and other terms covering various aspects of personnel administration.
2. Detailed understanding of the Civil Services in India.

3. Knowledge of various aspects of Financial Administration in general and understanding of public budgeting, public financial institutions and financial resource mobilization strategies in Indian context.
4. Deep understanding of the role of Comptroller and Auditor General in financial management.

(A) PERSONNEL ADMINISTRATION

UNIT - I

Personnel Administration: Importance of human resource development; Recruitment; Training; Career advancement; Position classification; Discipline; Performance appraisal; Promotion; Pay and Service conditions; Employer-employee relations, Code of conduct; Administrative ethics.

UNIT - II

Civil Services in India: Constitutional position; Structure, recruitment, training and capacity building; Good governance initiatives; Code of conduct and discipline; Staff associations; Political rights; Grievance Redressal mechanism; Civil service neutrality; Civil service activism.

(B) FINANCIAL ADMINISTRATION

UNIT - III

Financial Administration: Monetary and fiscal policies; Public borrowings and public debt; Budgets-types and forms; Budgetary process; Financial accountability; Accounts and audit.

UNIT- IV

Financial Management : Budget as a political instrument; Parliamentary control of public expenditure; Role of finance ministry in monetary and fiscal area; Accounting techniques; Audit; Role of Controller General of Accounts and Comptroller and Auditor General of India.

Recommended Readings:

1. Bhayana, S S and Singh S (2016): *Public Personnel and Financial Administration*, New Academics: Jalandhar.
2. Rabin, Jack; Vocino, Thomas; Hildreth, W Bartley; and Miller, J Gerald (2008): *Handbook of Public Personnel Administration*, Taylor & Francis: United Kingdom.
3. Second Administrative Reforms Commission (2010): *Refurbishing of Personnel Administration - Scaling New Heights* - 10th Report, Government of India: New Delhi.
4. Stahl, O Glenn (1977): *Public Personnel Administration*, Oxford and IBH Publishing: New Delhi.

5. Goel, S. L. and Shalini Rajneesh (2002): *Public Personnel Administration*, Deep & Deep Publications: New Delhi.
 6. S. A. Palekar (2020): *Public Personnel Administration*, ADB Publishers: Jaipur.
 7. Mahajan, Sanjeev Kumar and Mahajan, AnupamaPuri (2021): *Financial Administration in India*, PHI Learning: New Delhi.
 8. Thavaraj, M J K (2001): *Financial Administration in India*, Sultan Chand: Delhi.
 9. Goel, S. L. (2012): *Public Financial Administration*, Deep & Deep Publications, New Delhi.
 10. Chand, P (2010): *Control of Public Expenditure in India*, Allied Publishers: New Delhi.
 11. सुरेंद्र कटारिया (2021): *कार्मिक प्रशासन*, RSBA प्रकाशन, जयपूर.
 12. पी. जी. चव्हाण (1982): *कर्मचारी आणि वित्तीय प्रशासन*, शारदा प्रकाशन, नांदेड.
 13. के. आर. बंग (२०१५): *कर्मचारिवर्ग प्रशासन*, विद्या बुक्स, औरंगाबाद.
 14. के. आर. बंग (२०१५): *वित्तीय प्रशासन*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-II (Public Administration) Third Semester
MPA3TE03 (A): (Core Elective):

COMPARATIVE PUBLIC ADMINISTRATION

Course Outcomes:

1. Students will be equipped with the knowledge and conceptual clarity of approaches, indices, and models of comparative Public Administration.
2. Clarity of Administrative systems and their accountability mechanisms of UK, USA, France and Japan.
3. Understanding of local governmental system, grievance redressal mechanisms and relevance of comparative approach in globalized perspective.

UNIT-I

Introduction: Comparative Public Administration (CPA)- Meaning, Nature, Scope and Significance; Evolution of Comparative Public Administration; Salient Features of Administration in Developed and Developing Countries; Relevance of Comparative Public Administration in the era of Liberalization, Privatization and Globalization.

UNIT-II

Approaches- Ecological Approach and Structural-Functional Approach;

Theories and Models of Comparative Public Administration- Contributions of Fred Riggs, John D. Montgomery and Ferrel Heady

UNIT-III

Administrative Systems in United Kingdom & USA: Features of Administration, Political Executive, Local Government and Control over Administration.

UNIT-IV

Administrative Systems in France & Japan: Features of Administration, Political Executive, Local Government and Control over Administration.

Recommended Readings:

1. Anupama P. Mahajan (2022): *Comparative Public Administration*, Sage Publication: New Delhi.
 2. Arora R. K. (2021): *Comparative Public Administration*, New Age International Publishers: New Delhi.
 3. Arora, R K and Sharma, S (Eds.) (1992): *Comparative and Development Administration: Ideas and Actions*, Arihant Centre for Administrative Change: Jaipur.
 4. Dahiya, Sewa Singh and Singh, Ravindra (2014): *Comparative Public Administration*, Sterling Publishers: New Delhi.
 5. Chandler, J.A. (2014): *Comparative Public Administration*, Routledge, UK.
 6. Farazmand, A (Ed.) (2001): *Handbook of Comparative and Development Public Administration*, Marcell Dekker: New York.
 7. Heady, Ferrel (2001): *Public Administration: A Comparative Perspective*, Marcel Dekker: New York.
 8. Riggs, F W (1961): *The Ecology of Public Administration*, Asia Publishing House: Bombay.
 9. Riggs, F W (1964): *Administration in Developing Countries: The Theory of Prismatic Society*. Houghton Mifflin Co.: Boston.
 10. सुरेंद्र कटारिया (2020): *तुलनात्मक लोक प्रशासन*, RBSA प्रकाशन, जयपूर.
 11. टी. एन. चतुर्वेदी (1994): *तुलनात्मक लोक प्रशासन*, कॉलेज बुक डेपो, जयपूर.
 12. आर. ए. तिजारे आणि एम. पी. कुलकर्णी (१९८०): *तुलनात्मक प्रशासन*, मंगेश प्रकाशन, नागपूर.
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M. A. Part-II (Public Administration) Third Semester

MPA3TE03 (B): (Core Elective)

EDUCATIONAL ADMINISTRATION IN INDIA

Course Outcomes:

1. Developing an understanding about the different concepts and models of education and educational Administration.
2. Familiarity with the National Policy on Education, Sarva Shiksha Abhiyan and institutions and agencies involved in promoting education in India.
3. Familiarity about the Socio-economic problems of educational development.

UNIT - I

Educational Administration- Concept, Significance and Scope; Universalization of Elementary Education (UEE); Non-Formal Education (NFE); Vocationalization of Secondary Education, Autonomous Colleges etc

UNIT - II

Education Policies: National Policy on Education, 1986 as modified in 1992 (Plan of Action, 1992); Right to Education (RTE) Act, 2009; and Implementation and Evaluation of Sarva Shiksha Abhiyan (SSA).

UNIT - III

Institutions: Union Ministry of Human Resource Development- Organizational set up and Role with special reference to the Organization of the Department of Education and its responsibilities; University Grants Commission: Structure, Functions and Role; National Council of Educational Research and Training: Structure, Functions and Role

UNIT - IV

Socio-economic Problems of Educational Development: Equality of Opportunity; Employment and Productivity; Nation Building and Citizenship; and Globalization and Education.

Recommended Readings:

1. Garg, Bharati (2012): *Sarva Shiksha Abhiyan: An Assessment*, Commonwealth Publishers: New Delhi.

2. Ghosh, Sunanda (2009): *Education in Emerging Indian Society: The Challenges and Issues*, PHI Learning: New Delhi.
 3. Ghosh, Suresh Chandra (2015): *The History of Education in Modern India (1757-2012)* Orient Blackswan: New Delhi.
 4. Kapur, Devesh and Mehta, Pratap Bhanu (Eds.) (2017): *Navigating the Labyrinth–Perspectives on India’s Higher Education*, Orient Blackswan: Hyderabad.
 5. Pannikar, KN and Nair, M Bhaskaran (2012): *Globalization and Higher Education in India*, Pearson: New Delhi.
 6. Patel, Surabhi P (1983): *Equality of Educational Opportunity in India: A Myth or Reality?* National Publishing House: New Delhi.
 7. Rao, J. Laxmi Narasimha and G. Kamlakar (Eds.) (2014): *Higher Education in the Present Scenario*, ADB Publishers: Jaipur.
 8. Sharma, S L; Ghuman, B S and Prakash, Shital (Eds.) (2014): *Higher Education in India- The Changing Scenario*, Rawat Publications: Jaipur.
 9. Thakur, Anil Kumar and Mohan Patel (Eds.) (2010): *Challenges of Education in 21st Century*, Deep and Deep Publications: New Delhi.
 10. H. V. Deshpande (2020): *Higher Education In India: New Perceptions and Perspectives*, Notion Press, New Delhi.
 11. N. V. Varghese & Garima Malik (2020): *Governance and Management of Higher Education in India*, Sage, New Delhi. (India Higher Education Report)
 12. हेमलता तलेसरा (2000): *शैक्षिक प्रबन्धन प्रशासन एवं नेतृत्व*, राजस्थान हिंदी ग्रंथ अकादमी, जयपूर.
 13. आर. बन्सल, (२०२१): *शैक्षिक प्रशासन*, SBPD पब्लिशिंग हाउस, आग्रा.
 14. एल. एन. वर्मा एवं प्रवीण दोसी (2013): *भारतीय शिक्षा व्यवस्था एवं प्रशासन तंत्र*, राजस्थान हिंदी ग्रंथ अकादमी, जयपूर.
 15. सतीश पाटील आणि बाबाराव डोईजड (2022): *शैक्षणिक व्यवस्थापन व प्रशासन आणि आपत्ती व्यवस्थापन*, निराली प्रकाशन, पुणे.
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ENVIRONMENT POLICY AND ADMINISTRATION

Course Outcomes:

1. Knowledge pertaining to environment, energy and natural resources especially in scientific, economic, political and institutional perspectives.
2. An understanding of the environment policies and their implementation in India.
3. Understanding about the Environmental Administration.
4. International Perspective about the various issues associated with Environment Policy and Administration.

UNIT- I

Conceptual constructs: Environment, Healthy Environment, Climate, Biodiversity, Waste Management, Ecosystem Balance; Natural Resource Conservation and Management; Environmental Hazards and Risk Management.

Population and Environment: Basic Issues, Environmental Impact of Population Growth and Agenda for Action.

UNIT- II

Environment Policies and Evaluation: National Environment Policy, 2006; Environmental Impact Assessment and Impact Prediction, Evaluation and Mitigation.

UNIT- III

Environmental Administration: Ministry of Environment; Central Pollution Control Board- Structure, Functions and Role; State Pollution Control Board- Structure, Functions and Role; National Green Tribunal.

UNIT - IV

International Perspective: Global Environment Issues; Sustainable Development.

Important International conferences on Environment- Rio Earth Summit, 1992; Kyoto Protocol, 1997; The United Nations Climate Change Conference, 2015; Interstate and International Cooperation for Environment Protection- Role of United Nations Environment Programme (UNEP); Sustainable Development Goals and Environment

Recommended Readings:

1. Prakash Chand Kandpal (2018): *Environmental Governance in India: Issues and Challenges*, Sage Publication, New Delhi.
 2. Jayanta Bandyopadhyay, Kanchan Chopra & Niranjana Ghosh (2012): *Environmental Governance: Approaches, Imperatives and Methods*, Bloomsbury India, New Delhi.
 3. Natalia Ciecierska-Holmes, Kirsten Jørgensen, Lana Laura Ollier, D. Raghunandan (2019): *Environmental Policy in India*, Routledge: New Delhi.
 4. Arild Vatn (2015): *Environmental Governance: Institutions, Policies and Action*, Edward Elgar Publishing, UK.
 5. Bhatt, M S; Ashraf, S; and Illiyan, A. (Eds.) (2008): *Problems and Prospects of Environment Policy- Indian Perspective*, Aakar Books: Delhi.
 6. Divan, S and Rosencranz, A. (2001): *Environmental Law and Policy in India*, Oxford University Press: New Delhi.
 7. Krishnamurthy, B (2017): *Environmental Management: Text and Cases*, PHI Learning: New Delhi.
 8. Kulkarni, V and Ramachandra, T V (2006): *Environmental Management*, TERI Press: New Delhi.
 9. Roberts, J (2011): *Environmental Policy*, Routledge: Abingdon, Oxon.
 10. Uberoi, N K (2007): *Environmental Management*, Excel Books: New Delhi.
 11. UNEP (2015) *Embedding the Environment in Sustainable Development Goals*.
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M. A. Part-II (Public Administration) Third Semester

MPA3TE03 (D): (Core Elective):

HEALTH ADMINISTRATION IN INDIA

Course Outcomes:

1. An understanding of the theoretical issues related to healthcare policies.
2. An understanding about various governmental programmes and institutions/organizations at state, national and international level.
3. Acquaintance with the challenges faced by Public Health Administration.

UNIT- I

Introduction: Public Health Administration- Nature, Significance and Scope; Sustainable

Development Goals (SDGs) and Public Health; World Health Organization (WHO) - structure, functions and role.

UNIT– II

Institutional Framework of Health Administration at national level: Union Ministry of Health and Family Welfare- organization, functions and role; Healthcare Programmes in India – Family Welfare Programme; Reproductive Child Healthcare; Immunization Programme; National Health Mission (NHM)

UNIT– III

Institutional Framework of Health Administration at state level (with special reference to Maharashtra): Organization, functions and role of the Department of Health; Health Programmes at state level; Administration of Primary Healthcare at the local level.

UNIT– IV

Other Healthcare Institutions: National Institute of Health and Family Welfare– structure, functions and role; Medical Council of India– structure, functions and role; Challenges of Public Health Administration

Recommended Readings:

1. Anuj Kapilashrami & Rama V. Baru (eds) (2019): *Global Health Governance and Commercialization of Public Health in India: Actors, Institutions and the Dialectics of Global and Local*, Rutledge, New Delhi.
2. Ahmad, Alia and Lalitha, N (Eds.) (2013): *An Institutional Perspective on Provision of Health Care in India and Bangladesh*, Academic Foundation: New Delhi.
3. R. Kumar (2008): *Challenges of Healthcare in India: Economics and Administration*, Deep & Deep Publication, New Delhi.
4. Ballabh, C (2007): *Health Care Services in Hospital*, Alfa Publication: New Delhi.
5. Burci, Gian Luca and Vignes, Claude-Henri (2004): *World Health Organization*, Kulwer Law International: London/New York.
6. Hanlon, John H (2008): *Principles of Public Health Administration*, C V Mosley Co. Mahal: St. Louis.
7. Kishore, Jugal (2016): *National Health Programs of India*, National Policies and Legislations related to Health (12th Edition), Century Publications: New Delhi.
8. Packard, Randall M (2016): *A History of Global Health Interventions into the Lives of Other People*, John Hopkins University Press: Baltimore.

9. Rout, Himanshu Sekhar (Ed.) (2011): *Health Care Systems: A Global Survey*, New Century Publications: New Delhi.
 10. Sanjivi, K S (2007): *Planning India's Health*, Orient Longman: New Delhi.
 11. Terry, McNulty and Ferlie, Ewan (2004): *Re-engineering Health Care*, Oxford University Press: New Delhi.
 12. World Health Organization (2017): *World Health Statistics 2017: Monitoring Health for the SDGs. Sustainable Development Goals*: World Health Organization: USA
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M.A. Part-II (Public Administration) Third Semester
MPA3TO04 (A): (Open Elective/Skill Based)
CYBER CRIME ADMINISTRATION

Course Outcomes:

1. Awareness of the different types of cyber-crimes perpetrated across the globe.
2. Acquiring competency for dealing with cyber frauds and deceptions.
3. Exploring legal and policy developments in Cyberspace.
4. In-depth knowledge of Information Technology Act and legal framework of Right to privacy, data security and data protection.
5. Acquiring the necessary knowledge and skill to plan for the prevention of the occurrence of cyber-crimes in organizations.

UNIT- I

Introduction to Web Technology: Computers and its Impact on Society; Overview of Computer and Web Technology; Freedom of Speech and Expression in Cyberspace; Right to Access Cyberspace– Access to Internet; Right to Privacy; Right to Data Protection.

UNIT - II

Cyber Laws: Need for Cyber Law; Cyber Jurisprudence at International and Indian Level.

UN & International Telecommunication Union (ITU) Initiatives; Council of Europe– Budapest Convention on Cybercrime; Asia-Pacific Economic Cooperation (APEC); Organization for Economic Co-operation and Development (OECD)

UNIT-III

Cyber Crimes & Legal Framework: Cyber Crimes against Individuals, Institutions and the State; Offences under IT Act, 2000- Hacking, Digital Forgery, Cyber Stalking/Harassment etc.

UNIT-IV

Intellectual Property Issues in Cyber Space: Interface with Copyright Law, Patent Law, Trademarks and Domain Names related issues; Dispute Resolution in Cyberspace- Concept of Jurisdiction, Indian Context of Jurisdiction and IT Act, 2000, Dispute Resolutions.

Recommended Readings:

1. Indian Institute of Banking and Finance (2017): *Prevention of Cyber Crimes and Fraud Management*, Macmillan Publishers India Private Limited, Chennai.
 2. Vishwanath Paranjape (2019): *Cyber Crimes and Law*, Central Law Agency, Delhi.
 3. Bhansali, S R (2003): *Information Technology Act, 2000*, University Book House: Jaipur.
 4. Sameer Patil (2021): *Securing India in the Cyber Era*, Routledge, New York.
 5. Deva, Vasu (2003): *Cyber Crimes and Law Enforcement*, Commonwealth Publishers: New Delhi.
 6. Naib, Sudhir (2011): *The Information Technology Act, 2005: A Handbook*, Oxford University Press: New York.
 7. Reed, Chris and Angel, John (Eds.) (2007): *Computer Law: The Law and Regulation of Information Technology*, Oxford University Press: New York.
 8. Rosenoer, Jonthan (1997): *Cyber Law-The Law of the Internet*, Springer: New York.
 9. Singh, Yatindra Justice (2012): *Cyber Laws*, Universal Law Publishing Co.: New Delhi.
 10. Verma, S K and Mittal, Raman (2004): *Legal Dimensions of Cyber Space*, Indian Law Institute: New Delhi.
 11. पूनम सावंत (२०१६): *सायबर वॉच*, साससृंगी पब्लीकेशन, मुंबई.
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M. A. Part-II (Public Administration) Third Semester
MPA3TO04 (B): (Open Elective/Skill Based):
ENTREPRENEURSHIP DEVELOPMENT

Course Outcomes:

1. Understand the policies and administration of entrepreneurship in India and become familiar with industrial conflicts and their settlement.
2. Assess the role of entrepreneurship and the entrepreneurship development in economic growth.
3. Acquire knowledge about setting up a business and its promotion.
4. Evaluate the financing and accounting techniques in entrepreneurship development.
5. Analyse the factors affecting sickness in small business and the adoption of corporate measures for their improvement and growth.

UNIT -I

The Concept of Entrepreneurship; Entrepreneur- Development, Characteristics and Types; Evaluation of Entrepreneurs in India; The Role of Entrepreneurs; Entrepreneurial Environment.

UNIT-II

Identification of Opportunities; Converting Business Opportunities into Reality; Location Issues; Entrepreneurial Development; Entrepreneurial Training

UNIT-III

Institutions in Aid of Entrepreneurship Development- Entrepreneurship Development Programmes (EDPs), Management Development Institute (MDI), The National Institute Entrepreneurship and Small Business Development (NIESBUD), EDPs of Small Industries Development Bank of India (SIDBI).

UNIT-IV

Some Relevant Acts: Factories Act-1948, The Employees' State Insurance Act-1948, Intellectual Property Rights, Indian Patent Act-1970 etc.; New Labour Codes- 2022; The Entrepreneurship Ecosystem.

Recommended Readings:

1. Vasant Desai (2021): *Small-Scale Industries and Entrepreneurship in the Twenty-First Century*, Himalaya Publishing House, Mumbai.
 2. N. P. Srinivasan & C. B. Gupta (2020): *Entrepreneurial Development*, Sultan Chand and Sons, Delhi.
 3. S A Kumar, S C Poornima, M K Abraham & K Jayshree (2021): *Entrepreneurship Development*, New Age International, New Delhi.
 4. Charantimath Poornima M. (2018): *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi.
 5. Vasant Desai (2018): *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Mumbai.
 6. D. Uma Devi (2018): *Entrepreneurial Development*, Sarup Book, Delhi.
 7. K.V. Subba Rao (2009): *Entrepreneurial Development and New Enterprise Management*, Adhyayan Publishers & Distributors, New Delhi.
 8. Hisrich R D and Peters M P (2002): *Entrepreneurship*, Tata McGraw-Hill, New Delhi.
 9. अनिल शिंदे (2019): उद्योजकता विकास आणि स्वयंरोजगार, चेतक बुक्स, मुंबई.
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M. A. Part-II (Public Administration) Third Semester
MPA3TO04 (C): (Open Elective/Skill Based)
**MANAGEMENT OF NON GOVERNMENT
 ORGANISATIONS (NGOs)**

Course Outcomes:

1. Comprehending the theoretical conceptualization of NGOs and the Public sector.
2. Critically understanding the National Policy on Voluntary Sector and Government-NGO interface.
3. Knowledge of public and private funding, national and foreign financial contributions to NGOs.
4. Understanding capacity building, ethical and accountability concerns.
5. Acquiring the necessary skills to student to plan and execute projects.
6. Acquiring the skills for case study analysis.

UNIT- I

Non-Governmental Organisations (NGOs): Concept, Rationale and Scope; Developing an NGO; National Policy on the Voluntary Sector 2007; NGO-Government Interface in India with special reference to the NITI Aayog, Ministries and Departments.

UNIT- II

Organisational Forms and Governance Structures of NGOs: Trust; Society; Company; NGO-Government & NGO-Private Sector partnerships- Rationale and practice; Sources of NGO Funding; Government and Foreign Grants- Eligibility, Requirements and Procedures with special reference to Foreign Contributions.

UNIT-III

Issues, Accountability, Mechanism and Problems: Issues of Governance; Capacity Building; Autonomy; Ethics; Accountability of NGOs- Rationale, Mechanisms and Problems; Formulation of a Welfare/Development Project Proposal including Monitoring and Evaluation arrangements.

UNIT-IV

Case Studies: Self Employed Women's Association (SEWA) - Organisation, Functions and Working; Red Cross Society of India- Organisation, Functions and Working; Voluntary Action Network India (VANI) and OXFAM India

Recommended Readings:

1. Chandra, Suresh (2015): *Non-Government Organisations*, Rawat: Jaipur.
 2. Prasad, K (Ed.) (2000): *NGOs and Socio-Economic Development Opportunities*, Deep and Deep Publications: New Delhi.
 3. Devendra Prasad Pandey (2009): *Development and Management of NGOs*, Adhyayan Publishers, New Delhi.
 4. Nabhi's Board of Editors (2020): *Handbook for NGOs - An Encyclopaedia for Non-Government Organisations and Voluntary Agencies*, Nabhi Publications, Delhi.
 5. Helmut K. Anheier & Stefan Toepler (2022): *Nonprofit Organizations: Theory, Management, Policy*, Routledge, NY.
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STRESS MANAGEMENT

Course Outcomes:

1. Understanding about stress and Stress associated problems.
2. Acquiring knowledge about effective management of stress and its approaches including awareness and motivation.

UNIT-I

Stress: Nature and Symptoms; Sources of Stress: Environmental; Social, Physiological and Psychological; Workplace Stress: Major Causes; Stress and Health: Effects of Stress on Health

UNIT-II

Effective Methods and Approaches to Manage Stress: Methods- Yoga, Meditation, Relaxation Techniques; Approaches- Action-oriented, Emotions-oriented, Acceptance-oriented and Adaptation- oriented; Self-awareness and Motivation.

Recommended Readings:

1. Vikas Kakwani (2019): *Distress to De-Stress: Managing Stress in the 21st Century*, Notion Press, Chennai.
 2. Sarvesh Gulati (2017): *Art of Stress Management*, Rupa Publications, New Delhi.
 3. Pratibha Goyal & Alok Chakrawal (2016): *Stress Management*, Studera Press, New Delhi.
 4. R. K. Datta (2016): *Stress Management*, Himalaya Publishing House, Nagpur.
 5. Raj Kumari Sangwaan (2020): *Stress Management-How to Deal with Stress*, Shashwat Publication, New Delhi.
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ADMINISTRATIVE THINKERS

Course Outcomes:

1. Acquiring the knowledge of Administrative Thinkers and their contribution to Public Administration.
2. Ability to appraise and update about the developments taking place in the discipline.
3. Capacity to critically evaluate their contributions and give one's own views to contribute to the discipline.

UNIT –I

- a) Henry Fayol: Principles of Administration; Elements of Management.
- b) Frederick Taylor: Scientific Management.
- c) Max Weber: Authority- Traditional, Charismatic and Legal; Model of Bureaucracy- its critique and post-Weberian Developments.

UNIT –II

- a) Mary Parker Follet: Constructive Conflict; Power, Authority and Control.
- b) Elton Mayo: Human Attitudes and Sentiments; Absenteeism in Industries.
- c) Chester Barnard: Theory of Authority; The Executive Functions
- d) Herbert Simon: Decision Making; Behavioural Approach.
- e) Douglas McGregor: Theory X and Theory Y.
- f) Chris Argyris: Maturity- Immaturity Theory
- g) Rensis Likert: Linking-pin Model; Management System.
- h) Abraham Maslow: Need Hierarchy.
- i) Frederick Herzberg: Two-Factor Theory.

UNIT-III

- a) Fred Riggs: Ecological Approach; Fused, Diffracted and Prismatic Model.
- b) Yehezkel Dror: Models of Public Policy-making; Optimal Model.
- c) Peter Drucker: Management by Objectives.

UNIT –IV

- a) Kautilya: Principles of Administration; Administrative Machinery and *Saptanga* Theory.
- b) Karl Marx: Bureaucracy as an Exploitative Instrument; A Critique on Characteristics of Bureaucracy; Theory of Alienation.
- c) B. R. Ambedkar: Social Justice as Axial of Public Institutions; Social Democracy as the basis of Democratic Governance; Constitutional Morality as the basis of Governance; State as an Anchor of Development.

Recommended Readings:

1. Prasad, Prasad, Satyanarayana & Pardhasaradh (2017): *Administrative Thinkers*, Sterling, New Delhi.
 2. Anupama Puri Mahajan (2020): *Administrative Thinkers*, Sage Publication, New Delhi.
 3. R. N. Singh (2017): *Management Thoughts and Thinkers*, S. Chand & Co. Ltd., New Delhi.
 4. R.K. Sapru (2013): *Administrative Theories and Management Thought*, PHI, New Delhi.
 5. S. R. Maheshwari (2017): *Administrative Thinkers*, MacMillan, New Delhi.
 6. Sum Sun Nisa Ali (1990): *Eminent administrative Thinkers*, Associate Publishing House, New Delhi.
 7. S. L. Goel (2008): *Administrative and Management Thinkers*, Deep & Deep Publications, New Delhi.
 8. Vijay Aggarwal (2021): *Administrative Thinkers*, Teenage Publishers, Delhi.
 9. नरेंद्र थोरी (२०२०): प्रशासकीय चिंतक, RSBA पब्लिशर्स , जयपूर.
 10. सुरेंद्र कटारिया (2012): प्रशासकीय चिंतक, नशनल पब्लिशिंग हऊस, जयपूर.
 11. श्याम शिरसाठ, जितेंद्र वासनिक आणि भगवानसिंग बैनाडे (2022): *प्रशासकीय आणि व्यवस्थापन विचारवंत*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-II (Public Administration) Fourth Semester

MPA4T02:(Core)

PUBLIC POLICY

Course Outcomes:

1. Understanding the basic concepts of public policy, policy analysis, public policy process and governance.
2. Knowledge of different stages of the Public policy process in terms of theoretical formulation and the process.
3. Necessary competence to undertake policy analysis.

UNIT - I

Public Policy: Concept, Nature, Scope, Significance and Types; Models and Approaches to Public Policy.

UNIT-II

Public Policy Formulation- Process and Challenges, Public Policy Implementation- Process, Approaches and Hurdles, Public Policy Monitoring- Role, Approaches and Techniques; Public Policy Evaluation- Types, Methods and Agencies; Public Policy and Globalization.

UNIT – III

Public Policy Making in India; Forces in Public Policy Making Process-Civil Society, Pressure Groups, Political Parties, Media etc.; Official Policy Makers- Legislature, Executive, Bureaucracy, Judiciary, Planning Machinery.

UNIT - IV

Select Public Policies in India: Environmental Policy; Education Policy; Public Health Policy, Population Policy Agriculture Policy

Recommended Readings:

1. Sapru, R K (2019): Public Policy- Formulation, Implementation and Evaluation, Prentice Hall of India: New Delhi.
2. R. K. Sapru (2017): *Public Policy- A Contemporary Perspective*, Sage: New Delhi.
3. Chakraborty, Bidyut and Chand, Parkash (2016): *Public Policy: Concept, Theory and Practice*, Sage: New Delhi.

4. Kuldeep Mathur (2015): *Public Policy And Politics In India*, Oxford University Press: New Delhi.
 5. Sapru, R K (2011): *Public Policy: Art and Craft of Policy Analysis*, PrenticeHall of India: New Delhi.
 6. Johar & Gupta (2021): *Public Policy and Administration in India*, Vishal Publishing Co., New Delhi.
 7. Anderson, J E (2005): *Public Policy Making*, Houghton Mifflin: New York.
 8. Ayyar, Vaidyanathan R V (2009): *Public Policy Making in India*, Pearson: New Delhi.
 9. Chakraborti, Rajesh (2017): *Public Policy in India*, Oxford University Press: New Delhi.
 10. Dye, Thomas (2002): *Understanding Public Policy*, Pearson: Singapore /New Delhi.
 11. प्रीती पोहेकर (२०१७): *भारताचे सार्वजनिक धोरण*, विद्या बुक्स, औरंगाबाद.
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M. A. Part-II (Public Administration) Fourth Semester

MPA4TE03 (A) : (Core Elective):

ADMINISTRATION OF INTERNATIONAL ORGANISATION

Course Outcomes:

1. Understanding Regimes and Regime Types.
2. Understanding the structure and working of International Organizations.
3. Understanding their Role and Functions in Contemporary times.

UNIT-I

The United Nations Organisation and its Organs: The General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council, the Secretariat and the International Court of Justice.

UNIT-II

World Bank; International Monetary Fund (IMF); World Trade Organisation (WTO)

UNIT-III

World Health Organisation (WHO); International Labour Organisation (ILO); United Nations Educational Scientific and Cultural Organisation (UNESCO); Food and Agricultural Organisation (FAO)

UNIT-IV

South Asian Association for Regional Cooperation (SAARC); Association of Southeast Asian Nations (ASEAN); Asia-Pacific Economic Cooperation (APEC)

Recommended Readings:

1. Brian Frederking (2015): *Politics of Global Governance: International Organizations in an Interdependent World*, Lynne Rienner Publishers Inc., United States.
 2. H. O. Agarwal (2021): *International Organisations*, Central Law Publications, New Delhi.
 3. Annan, Kofi (2000): *We the Peoples: The Role of the United Nations in the 21st Century*, New York: United Nations.
 4. Archer, Clive (2001): *International Organisation*, London: Rutledge.
 5. Armstrong, David, et.al. (2004): *International Organisation in World Politics*, London: Palgrave.
 6. Cronin, Bruce and Ian Hurd (eds.) (2008), *The UN Security Council and the Politics of International Authority*, New York: Rutledge.
 7. Dimitris Bourantonis (2005): *The History and Politics of UN Security Council Reform*, London: Rutledge.
 8. Rugman, Alan M. and Gavin Boyd (2001): *The World Trade Organization in the New Global Economy*, Northampton: Edward Elgar Publishing Limited.
 9. जे. सी. जोहरी (2021): *आंतरराष्ट्रीय संगठना*, SBPD प्रकाशन, दिल्ली.
 10. कुलदीप फाडीया (२०१९): *आंतरराष्ट्रीय संगठना*, साहित्य भवन, नई दिल्ली.
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M. A. Part-II (Public Administration) Fourth Semester

MPA4TE03 (B): (Core Elective)

ADMINISTRATIVE LAW

Course Outcomes:

1. Developing an understanding of principles of natural justice, rule of law, administrative legislation, adjudication and much more.
2. Delineating the concept, merits and demerits of administrative tribunals, delegated legislation and especially Central Administrative Tribunal.

3. Grasping the genesis, growth and concept of ombudsman, lokpal and lokayukta and central vigilance commission.

UNIT - I

Introduction: Administrative Law- Meaning, Nature and Reasons for its growth; Distinction between Constitutional Law and Administrative Law.

UNIT - II

Basics Tools: Rule of Law; Principles of Natural Justice; Judicial Review of Administrative Action- concept and writs.

UNIT - III

Delegated Legislation and Adjudication: Delegated Legislation- concept, types, rationale, merits and demerits; Control of Delegated Legislation; Administrative Tribunals-concept, merits and demerits; and Central Administrative Tribunal- structure and functions.

UNIT - IV

Administrative Discretion: Judicial control at the stage of Delegation of Administrative Discretion; Judicial control at the stage of Exercise of Administrative Discretion; Abuse of Discretion.

Recommended Readings:

1. Diwan, P (2007): *Indian Constitution*, Law Agency: Allahabad.
 2. Kagzi, M C J (2008): *Indian Administrative Law*, Metropolitan: Delhi.
 3. Massey, I P (2008): *Administrative Law*, Eastern Book Company: New Delhi.
 4. Mehta, S M (1990): *Indian Constitutional Law*, Deep and Deep: New Delhi.
 5. Sharma, S K (2007): *Directive Principles and Fundamental Rights*, Deep and Deep: New Delhi.
 6. P Jain and S.N Jain (2013): *Principles of Administrative Law*, Lexis Nexis, Delhi.
 7. K Takwani (2012): *Lectures on Administrative Law*, Eastern Book Company, New Delhi.
 8. P. Massey (2012): *Administrative Law*, Eastern Book Co., New Delhi.
 9. Wade & C.F. Forsyth (2009): *Administrative Law*, Oxford University Press, New Delhi.
 10. Tushar Kant Saha (2001): *Administrative Law*, Kanishka Publishers, New Delhi.
 11. जय जय राम उपाध्याय (२०२०): *प्रशासनिक विधि*, सेन्ट्रल ला एजन्सी, दिल्ली.
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M. A. Part-II (Public Administration) Fourth Semester

MPA4TE03 (C): (Core Elective)

CITIZEN CENTRIC GOVERNANCE

Course Outcomes:

1. Knowledge about the evolution and growth of the idea and concept of citizen centric governance.
2. Theoretical and conceptual knowledge of governance, good governance and citizen centric governance.
3. Understanding about the institutions, tools and mechanism for ensuring citizen centric governance.
4. Facing the challenges in establishing citizens' oriented governance.

UNIT- I

Citizen Centric Governance: Concept; Pre-conditions and Principles, Rule of Law-Zero Tolerance Strategy, Making Institutions Vibrant, Responsive and Accountable, Active Citizens' Participation– Decentralization and Delegation, Transparency.

UNIT- II

Civil Service Reforms, Ethics in Governance, Process Reforms, Periodic and Independent Evaluation of the Quality of Governance etc.

Functions of the Government; Rights and Duties of the Citizens; Civil Society – Role and Limitations; Right to Information

UNIT- III

Tools and Mechanisms: Citizens' Charters– Concept, Objectives and Significance; Sevottam Model; Indian Standard for Quality Management Systems; Seven Steps Model for Citizen Centricity; Right to Service Delivery – State of the Concept and Practice; People Participation in Governance (Concept, Forms including Social Audit); Citizens Grievance Redressal and Monitoring System (central, state and corporate levels); and Consumer Protection (National Commission, State Commission, District Forum)

UNIT - IV

Institutions and Challenges: National Human Rights Commission; National Commission for Women; National Commission for Protection of Child Rights; National Backward Classes

Commission; National Minorities Commission; National Consumer Disputes Redressal Commission.

Recommended Readings:

1. Alford, John & O'Flynn, Janine (2012): *Rethinking Public Service Delivery*, Palgrave Macmillan: New York.
2. Chakrabarty, Bidyut and Bhattacharya, Mohit (Eds.) (2008): *The Governance Discourse: A Reader*, Oxford University Press: New Delhi.
3. Chand, Vikram K (Ed.) (2010): *Public Service Delivery in India: Understanding the Reform Process*, Oxford University Press: New Delhi.
4. Government of India (2009): *Citizen Centric Administration: The Heart of Governance*, Twelfth Report, Second Administrative Reforms.
5. 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.
6. Lathrop, Daniel and Ruma, Laurel (Eds.) (2010): *Open Government: Collaboration, Transparency and Participation in Practice*, O'Reilly: Cambridge.
7. Jambhulkar, Vikas, Wasnik, Jitendra et al (2021): *Remaking Civic Society- Democracy, Good Governance and Elections in India*, Authorspress: New Delhi.
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. Oliver, Richard W (2004): *What is Transparency?* McGraw Hill: New York.
14. Sawshilya, Archana(2012): *Ethics and Governance*, Pearson: Delhi.
15. Shah, Anwar (Ed.) (2005): *Public Services Delivery*, World Bank: Washington DC.
16. Vayunandan, E and Mathew, Dolly (2003): *Good Governance: Initiatives in India*, PHI Learning: New Delhi.

SOCIAL WELFARE ADMINISTRATION IN INDIA

Course Outcomes:

1. Assess the role and importance of social welfare and its associate principles, policies and legislations since independence.
2. The students will learn about various policies and programmes for welfare of women, children and other disadvantaged groups as well as the role of non-governmental organizations in social welfare and its administration.
3. Develop public speaking and analytical skills to understand issues and social problems in Indian Society and link this with social policy and administration.

UNIT-I

Social Welfare Administration: Meaning, Nature, Scope and Significance; Concept of Social Justice, Social Change and Social Security; Concept and significance of Social Inclusion and Reservation Policy; Evolution and Growth of Social Welfare in India.

UNIT-II

Social Welfare Administration at Union Level: The Ministry of Social Justice and Empowerment, Central Social Welfare Board.

Social Welfare Administration at State and Local Level: Department of Social Justice & Special Assistance (Maharashtra), State Social Welfare Board, Role of Local Government in Social Welfare.

UNIT-III

Issues and Challenges: Social Welfare of SCs, STs, OBCs and Minorities- Policies and Programmes and Commissions; Welfare of Women and Child, Youth, Senior Citizens and Disabled- Policies and Programmes; Role of NGOs and Voluntary Agencies in Social Welfare.

UNIT-IV

Major Social Sectors: Health and Education

Social Problems and Issues: Poverty; Corruption; Unemployment; Caste System; Discrimination on the basis of Caste, Class Gender and Religion; Child Labour; Drug Addiction; Overpopulation; Dowry; Beggary; Slums; Drug Abuse; Crimes etc.

Recommended Readings:

1. Sisodia Y. & Dalpati T. K. (2021): *Social Inclusion of Marginalised in India- State Policies and Challenges*, Rawat Publications, Jaipur.
 2. Shradha Chandra (2017): *Social Welfare Administration in India*, Lulu Press, North Carolina, United States.
 3. D.R. Sachdeva (2018): *Social Welfare Administration in India*, Kitab Mahal, Allahabad.
 4. Sanjoy Roy (2016): *Social Welfare Administration: Development & Prospects*, Discovery Publishing Pvt. Ltd., New Delhi.
 5. V. Jaganadhan (1980): *Social Administration– Development and Change*, IIPA, New Delhi.
 6. S. L. Goel and R. K. Jain (1988): *Social Welfare Administration*, vol. I & II, Deep & Deep Publications, New Delhi.
 7. T. N. Chaturvedi and S.K. Chandra (1980): *Social Administration Development and Change*, IIPA, New Delhi.
 8. D. P. Chowdhry (1992): *Social Welfare Administration*, Atma Ram & Sons, Delhi.
 9. Mohinder Singh (ed.) (1996): *Social Policy and Administration in India*, M.D. Publications, New Delhi.
 10. Praveen Yogi (2000): *Social Justice and Empowerment*, Kalpaz Publication, New Delhi.
 11. Dolly Arora (2005): *Social sector Development*, IIPA, New Delhi.
 12. सुरेंद्र कटारिया (2021): सामाजिक प्रशासन, RBSA प्रकाशन, जयपूर.
 13. तेजस्कार पांडेय और बालाश्वर पांडेय (2019): सामाजिक कल्याण प्रशासन, रावत प्रकाशन, जयपूर.
 14. लक्ष्मण कोतापल्ले (२००९): *भारतातील सामाजिक कल्याण प्रशासन*, विद्या बुक्स, औरंगाबाद.
 15. डी. आर. सचदेव (२०१०): *भारतातील समाजकल्याण प्रशासन*, के' सागर प्रकाशन, पुणे. (अनुवाद)
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M. A. Part-II (Public Administration) Fourth Semester
MPA4TO04 (A): (Open Elective/Skill Based):
**MONITORING AND EVALUATION OF
DEVELOPMENT PROGRAMMES**

Course Outcomes:

1. A sound theoretical understanding of the monitoring and evaluation process of governmental development programs.
2. Acquired technical and managerial competencies to monitor performance and evaluate efficiency, effectiveness, relevance and sustainability of development programs and projects.
3. Confidence in using various management tools and techniques for effective project monitoring, control and reporting.

UNIT- I

Introduction to Monitoring: Monitoring and Evaluation (M&E) – Concept and Importance; Monitoring– Meaning and Types.

UNIT- II

Evaluation Process: Evaluation- Meaning, Types; and Framework – Criteria and Standards; Baseline and Endline studies.

UNIT-III

Differentiation between Monitoring, Evaluation, Reviews and Audits; Monitoring and Evaluation– Standards, Steps and Ethics.

UNIT-IV

Case Studies: Ministry of Human Resource Development; Ministry of Health & Family Welfare; Ministry of Rural Development; Ministry of Urban Development.

Big Data and Integration of Big Data with the Monitoring and Evaluation process

Recommended Readings:

1. Clark, Mari; Sartorius, Rolf and Bamberger, Michael (2004): *Monitoring & Evaluation: Some Tools, Methods & Approaches*, Evaluation Capacity Development Working Series: ECD. World Bank: Washington DC. Available at:

<http://documents.worldbank.org/curated/en/829171468180901329/Monitoring-and-evaluation-some-tools-methods-and-approaches>.

2. International Federation of Red Cross and Red Crescent Societies (IFRC) (2011): *Project/ Program Monitoring and Evaluation (M&E) Guide*. Planning and Evaluation Department, IFRC Secretariat: Geneva. Available at: www.ifrc.org.
 3. New Partners Initiative Technical Assistance (NuPITA) (2012): *Monitoring and Evaluation Training Curriculum, 2009*. John Snow Inc.: Boston Available at: www.jsi.com
 4. Rossi, P H, Freeman, H E and Lipsey, M W (1999): *Evaluation: A Systematic Approach*, Sage: Thousand Oaks.
 5. UNDP (2009): *Handbook on Planning, Monitoring and Evaluation for Development Results*. United Nations Development Programme, New York Available at: <http://www.undp.org/eo/handbook>
 6. World Bank (2014): *Step by Step Guide to Monitoring and Evaluation*, School of Geography & Environment. Oxford University Press: Oxford.
 7. Denika Blacklock (2019): *Making M&E Work in Development Programmes: A Practitioner's Handbook*, Lulu Publishing, US.
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M. A. Part-II (Public Administration) Fourth Semester
MPA4TO04 (B): (Skill Based)

RESEARCH METHODOLOGY

Course Outcomes:

1. Development of an intellectual understanding of the fundamental knowledge of research methodology.
2. Comprehend the research process in an appropriate manner.
3. Inculcation of the necessary skills to use research tools to undertake research study.
4. Competence to evaluate governmental policy or programme/projects on the basis of primary and secondary data.
5. Ability to understand the issues and challenges of research in Public Administration.

UNIT - I

Foundations of Public Administration Research: Key concepts in research methods; Types of research; Research process– Defining research problem, steps of research and application of

research methods in Public Administration; Hypothesis; Current trends in research.

UNIT - II

Research Design: Concept and importance; Types of research designs; Application of various types of research designs in Public Administration; Problems of research design.

UNIT – III

Scientific Method, Measurement and Sampling Techniques: Concept of scientific method; Measurement and scaling concept; Basics of sampling and types of sampling.

UNIT – IV

Data Collection, Processing and Analysis: Observation method, Questionnaire, Interview; Case Study method; Secondary data analysis; Data preparation, Analysis and Report writing.

Recommended Readings:

1. Pandian Sundara P, Muthulakshmi S, Vijayakumar T. (2022): *Research Methodology & Applications of SPSS in Social Science Research*, Sultan Chand and Sons: New Delhi.
 2. Arunangshu Giri & Debasish Biswas (2018): *Research Methodology for Social Sciences*, Sage: New Delhi.
 3. Kothari, C R and Garg G (2018): *Research Methodology: Methods and Techniques*, New Age International Publishers: New Delhi.
 4. Kumar, Ranjit (2011): *Research Methodology: A Step by Step Guide for Beginner*, Sage Publications: London.
 5. McNabb, David E (2017): *Research Methods in Public Administration and Nonprofit Management*, Rutledge: UK.
 6. Miller, G J and Yang, K (Eds.) (2007): *Handbook of Research Methods in Public Administration*, CRC Press: New York.
 7. बी. एल. फाडिया (२०१८): *शोध पद्धतियां*, साहित्य भवन प्रकाशन, नई दिल्ली.
 8. बोधनकर, कुलकर्णी आणि अलोणी (२०१८): *सामाजिक संशोधन पद्धती*, श्री साईनाथ प्रकाशन, नागपूर.
 9. सुधीर भाटकर आणि विनोद निताळे (२०२१): *संशोधन पद्धती*, अथर्व प्रकाशन, जळगाव.
 10. महेंद्र पाटील (२०२०): *संशोधन पद्धती*, अथर्व प्रकाशन, जळगाव.
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M. A. Part-II (Public Administration) Fourth Semester
MPA4TO04 (C): (Open Elective/Skill Based)
SERVICE QUALITY MANAGEMENT

Course Outcomes:

1. Acquiring knowledge of the fundamentals of service quality management (SQM).
2. Comprehending strategies of delivering quality services.
3. Capacity to prepare SQM module.

UNIT- I

Service Quality Management: meaning, principles and significance; Historical background of SQM; Strategies; Forms.

UNIT- II

Service Quality Assessment- quality metrics, quality audit, certification, standardization procedures; Quality Assessment Principles; Role of e-governance in service delivery; Models of SQM and globalization.

UNIT-III

Application: Measurement of Public perception; Behavioural consequences of service Quality.

UNIT-IV

Selected case studies on health care administration, public distribution system, and municipal governance; preparing module of SQM.

Recommended Readings:

1. Alexander; Hinkley, P S; Sharples, A and Thompson, W (2002): *Better Government Services: Executive Agencies in the 21st century* (Report commissioned by the British Government). Cabinet Office: London, UK.
2. Chand, K Vikram (2010): *Public Service Delivery in India*, Oxford Press: Oxford.
3. Cronin Jr., J, and Taylor, S (1994): SERVPERF versus SERVQUAL: Reconciling Performance-Based and Perceptions-Minus-Expectations Measurement of Service Quality. *Journal of Marketing*, 58, 125-131.
4. Crosby, P. B. (1979): *Quality is Free: The Art of Making Quality Certain*, McGraw-Hill: New York.
5. Evans, J R and Lindsay, W M (1999): *The Management and Control of Quality*, South-Western College Publishing: Ohio

TIME MANAGEMENT

Course Outcomes:

1. Acquiring knowledge about importance of Time Management.
2. Capacity to deal with the challenges of Time Management.

UNIT-I

Time Management: Concept; Waste of Time- Distractions at Workplace; Time Wasters and Time Savers; Effects of Poor Time Management on Job Performance.

UNIT-II

Effective Methods and Approaches to Manage Time; Creating an effective environment; Setting priorities and Goals; Elimination of non-priorities; Challenges of Time Management.

Recommended Readings:

1. Sudhir Dixit (2018): *Time Management*, Manjul Publishing House, New Delhi.
 2. Rinkal Sharma and Amit Sharma (2020): *Time Management is Life Management*, Diamond Books, New Delhi.
 3. Brian Tracy (2018): *Time Management*, Manjul Publishing House, New Delhi.
 4. Sudhir Dixit (2011): *Time Management*, Prabhat Prakashan, Noida. (Hindi)
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Evaluation Scheme

| Theory (60 Marks) | | Internal (40 Marks) | | |
|--|------|---------------------|--------------------|------------|
| Question 1 to 4 long answer questions, carrying 12 marks each. (4x12 = 48) | Test | Group Discussion | Presentation /Viva | Assignment |
| Question 5 short answer questions having 4 short notes, carrying 3 marks each. (4x3 = 12) | 10 | 10 | 10 | 10 |

Pattern of Question Papers

1. Question paper will consist of five questions and all questions shall be compulsory.
2. First Four long answer questions (to be attempted in about 800 words) will be on four units with internal choice (one question to be attempted out of two on each unit).
3. Fifth Short answer question (to be attempted in about 200 words). It will be compulsory with question from each of the four units having equal weightage without internal choice.
4. Each Theory paper will be of 3 hours duration.
5. Maximum marks allotted are 60 for theory and 40 for internal assessment.

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