Public Policy and Public Administration

Approved Syllabus

Department of Public Policy and Public Administration
Central University of Jammu, Jammu
April 2014

Master's in Public Policy and Public Administration: Course Structure

COURSE MATRIX : SEMESTER I (2014-15 Academic Year)

Course Code	Course Title	Type of Course	Credits	CIA	MSE	ESE	Total
PPP 101	Introduction to Public Administration	FC	4	25	25	50	100
PPP 102	Introduction to Public Policy	CC	4	25	25	50	100
PPP 103	Introduction to Governance	CC	4	25	25	50	100
PPP 104	Administrative Thinkers-I	CC	4	25	25	50	100
	Total		16	100	100	200	400
PPP 175	Indian Constitution, Social Justice and Administration	IDC	4	25	25	50	100
	Duration of Examination for all papers: 3 Hours Contact Hours: 200						
	TOTAL	-	20	125	125	250	500

Master's in Public Policy and Public Administration: Course Structure

COURSE MATRIX : SEMESTER II (2014-15 Academic Year)

Course Code	Course Title	Type of Course	Credits	CIA	MSE	ESE	Total
PPP 201	Administrative Thinkers-II	CC	4	25	25	50	100
PPP 202	Indian Polity and Administration	CC	4	25	25	50	100
PPP 203	Human Resource Administration	CC	4	25	25	50	100
PPP 204	Research Methodology	CC	4	25	25	50	100
	Total		16	100	100	200	400
PPP 275	Civil Services in India	IDC	4	25	25	50	100
	Duration of Examination for all papers: 3 Hours Contact Hours: 200						
	TOTAL	-	20	125	125	250	500

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COURSE MATRIX: SEMESTER III (2015-16 Academic Year)							
Course Code	Course Title	Type of Course	Credits	CIA	MSE	ESE	Total
PPP 301	Comparative Public Administration	CC	4	25	25	50	100
PPP 302	Public Financial Governance	CC	4	25	25	50	100
One Elective from Group-A							
PPP 303	Public Policy Concepts and Models	EC	4	25	25	50	100
PPP 304	Public Policy Analysis	EC	4	25	25	50	100
PPP 305	Globalization and Public Policy	EC	4	25	25	50	100
One Elective from Group –B							
PPP 306	Innovations in Governance	EC	4	25	25	50	100
PPP 307	Law, Ethics and Governance	EC	4	25	25	50	100
PPP 308	Measuring Governance	EC	4	25	25	50	100
	Total		16	100	100	200	400
PPP 375	Local Governance in India	IDC	4	25	25	50	100
	Duration of Examination for all papers: 3 Hours Contact Hours: 200						
	TOTAL	-	20	125	125	250	500

Master's in Public Policy and Public Administration: Course Structure

COURSE MATRIX: SEMESTER IV (2015-16 Academic Year)							
Course Code	Course Title	Type of Course	Credits	CIA	MSE	ESE	Total
PPP 401	Project Management	CC	4	25	25	50	100
PPP 402	Public Policy Clinic/Governance Lab Dissertation	CC	4	25	25	50	100
One Elective from Group-A							
PPP 403	Social Policy: State , Market And Society	EC	4	25	25	50	100
PPP 404	Public Policy: Case Studies	EC	4	25	25	50	100
PPP 405	Engaged Policy and Governance	EC	4	25	25	50	100
One Elective from Group –B							
PPP 406	e-Governance	EC	4	25	25	50	100
PPP 407	Urban Governance	EC	4	25	25	50	100
PPP 408	Rural Governance	EC	4	25	25	50	100
	Total		16	100	100	200	400
PPP 475	e-Government	IDC	4	25	25	50	100
	Duration of Examination for all papers: 3 Hours Contact Hours: 200						
	TOTAL	-	20	125	125	250	500
GRAND TOTAL							2000

SEMESTER-I

PPPA 101:   INTRODUCTION TO PUBLIC ADMINISTRATION

Course Objective

The importance of public administration derives from its crucial role in the governing of a society. All the great human events in history were probably achieved by what we today would call public administration. Organization and administrative practices in collective or public settings are as old as civilization. This foundation course is set to analyze the transformations in public administration with emphasis on current initiatives and emerging challenges in the field. Students are introduced to the study of public administration in a fast changing environment of globalized phenomenon.

Unit I: Introduction
a)   Meaning, Nature, Scope and importance of Public Administration
b)   State and Evolution of Public Administration and present status
c)   Politics & Administration Dichotomy – Woodrow Wilson and F.J. Goodnow
d)   Globalization and Public Administration

Unit II: Approaches
a)   Classical Approach
b)   Human Relations and Behavioural Approach
c)   Ecological Approach

Unit III: Principles of Public Administration
a)   Division of Work and Coordination
b)   Hierarchy, Unity of Command and Span of Control
c)   Delegation, Centralization and Decentralization
d)   Line and Staff

Unit IV: Concepts of Public Administration
a)   Administrative Planning
b)   Leadership and Supervision
c)   Communication and Public Relations

Unit V: Emerging Trends
a)   Public Accountability and Social Accountability
b)   New Public Administration : Minnowbrook I,II& III
c)   New Public Management
d)   Public Administration in Transition

Select References:
Avasthi & Maheshwari (2012), Public Administration, Lakshminarayan Agarwal, Agra
Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire.
Arndt Christiane and Charles Oman (2006), Uses and Abuses of Governance Indicators, OECD, Paris.
Bhattacharya, Mohit (2013), New Horizons of Public Administration, Jawahar Publishers, New Delhi.
Donald Menzel and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunities, New York, M. E. Sharpe.
Henry, Nicholas (2006), Public Administration and Public Affairs, Prentice Hall of India, New Delhi.
Jan-Erik Lane,(2000) New Public Management: An Introduction, Routledge, London.
Ravindra Prasad, D. Prasad, VSPrasad, Satyanarayana P, and Y.Pardhasaradhi, (eds.,)(2013), Administrative Thinkers, Sterling, New Delhi.
Donald Menzel (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. New York: M. E. Sharpe.
Frank J. Goodnow, Politics and Administration: A Study in Government, Transaction Publishers, New York, 2003
O'Leary, Rosemary etal. (2010), The Future of Public Administration around the World: The Minnowbrook Perspective, George Town university Press, DC
Martin Albrow (1970), Bureaucracy, MacMillan, London, 1970
UN, Department of Economic and Social Affairs, Development Administration: Current Approaches and Trends in Public Administration for Development, New York, UN, 1975.
Wilson, Woodrow, "The Study of Administration," Political Science Quarterly 2 (June 1887)

SEMESTER – I

PPPA-102: INTRODUCTION TO PUBLIC POLICY

Course Objective

The field of public policy has assumed considerable importance in response to the increasing complexity of the government activity. The advancements of technology, changes in the social organization structures, rapid growth of urbanization added to the complexities. The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future. The main objective of this foundation course is to provide an opportunity to the student to learn the basic areas of public policy on the largest gamut of its canvas.

UNIT- I: Introduction:
a) Nature, Scope and Importance of Public Policy
b) Evolution of Public Policy and Policy Sciences
c) Public Policy and Public Administration

UNIT- II: Approaches to Public Policy Analysis
a) The Process Approach
b) The Logical Positivist Approach
c) The Phenomenological Approach
d) The Participatory Approach and Normative Approach

UNIT- III: Theories and Process of Public Policy Making
a) Theories and Models of Policy Making
b) Perspectives of Policy Making Process
c) Institutions of Policy Making

UNIT- IV: Policy Implementation and Evaluation
a) Concept of Policy Implementation
b) Techniques of Policy Implementation
c) Concept of Policy Evaluation
d) Constraints of Public Policy Evaluation

UNIT- V: Globalization and Public Policy
a) Global Policy Process
b) Transnational Actors: Impact on Public Policy Making
c) Impact of Globalization on Policy Making

Select References
Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston,Houghton
Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
Brewer, Gary D., and Peter de Leon (1983), The Foundations of Policy Analysis, Homewood, IL.: The Dorsey Press.
Dahl, Robert and Charles Lindblom, (1976), Politics, Economics and Welfare, New York, Harper.
Dror.Y, (1989), Public Policy making Re-examined, 2nd ed., San Francisco, Chandler.
Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
Howlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
Jones, C.O., (1970), An Introduction to the Study of Public Policy, Belmont, Prentice -Hall.
Lerner, D. and H.D.Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey., Prentice - Hall.
McCool, Daniel C. (ed.), (1995), Public Policy Theories, Models, and Concepts: An Anthology, NJ: Prentice-Hall.
Moran Mitchel and Robert Goodin, (2006), The Oxford Handbook of Public Policy, Oxford University Press, New York.
Nachmias, David, (1979), Public Policy Evaluation: Approaches and Methods, New York: St. Martin's Press.
Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press

SEMESTER – I

PPPA-103: INTRODUCTION TO GOVERNANCE

Course Objective

The term governance has made an impressive career in a number of disciplines concerned with regulation, order and law. The word 'Governance' appears in diverse academic disciplines. At general level, governance refers to theories and issues of social coordination and the nature of all patterns of rule. The theories of governance have changed the understanding of various concepts of state and its institutions. New jargon of words emerged into the social science literature with different connotations. In this background, the present course is aimed to provide an in-depth understanding of the basic tenets and trends of Governance.

UNIT - I: Introduction
 a) Definitions, Issues and Controversies
 b) Reinventing Government
 c) Reforming Institutions: The State, Market and Public domain

UNIT - II: State and Governance
a) Origin and types of State
b) Democratic State and Democratic Administration
c) Neo-Liberalism and Rolling Back State
d) Governance as Government

UNIT – III: Citizen and Governance
a) Rule of Law and Human Rights
b) Accountability
c) Participation
d) Representation

UNIT - IV: Techniques of Governance
 a) Openness and Transparency
 b) Citizen Charter
 c) Social Audit

UNIT - V: Emerging Trends
a) Public and Private Governance: An Overview
b) Market, Civil Society
c) Information and Communication Technology

Select References:
Bell, S., and Hindmoor, A. (2009) Rethinking Governance: The Centrality of the State in Modern Society, Cambridge: Cambridge University
Bell, Stephen and Andrew Hindmoor. (2009) Rethinking Governance: The Centrality of the State in Modern Society. Cambridge: CUP.
Bevir, Mark (2009), Key Concepts in Governance, Sage, London.
Bevir, Mark, ed. (2010) The Sage Handbook of Governance. Thousand Oaks, CA: Sage Publications.
Bovaird, Tony and Elke Löffler, eds. (2009) Public Management and Governance Second Edition. London: Routledge.
Farazmand, Ali and Jack Pinkowski, eds. (2006) Handbook of Globalization, Governance, and Public Administration. London: CRC/Taylor & Francis.
Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In Deliberative Policy Analysis: Understanding Governance in the Network Society, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.
Kjaer, A (2004) Governance. Cambridge, UK: Polity Press.
Kooiman, Jan ed. (1993) Modern Governance: New Government-Society Interactions. London: Sage.
Kooiman, Jan. (2003) Governing as Governance. London: Sage.
Morrison, Donald (1945) "Public Administration and the Art of Governance." Public Administration Review 5:1: 83-87.
Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." Governance: An International Journal of Policy, Administration, and Institutions 23:1:7–35.
Osborne, Stephen P., ed. The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. London: Routledge.
Peters, B. Guy (1996) The Future of Governance: Four Emerging Models, pp. 1-20.
Peters, B. Guy, and Jon Pierre (1998) "Governance without Government?: Rethinking Public Administration." Journal of Public Administration Research and Theory 8 (2): 223-43.

SEMESTER-I

PPPA 104:   ADMINISTRATIVE THINKERS-I

Course Objective

A theory, to be useful, should accurately describe a real world event or phenomenon. The validity of any theory depends on its capacity to describe, to explain and to predict. Theory in public administration means to present evidence through definitions, concepts, and metaphors that promote understanding. The chronological narration of administrative theory from oriental thought through classical and human relations school helps the student to grasp the eclectic prescription. The presentation of the individual thinker and their struggle for the search of knowledge would be an inspiring episode.

UNIT I: Administrative Theory:
a) Significance and importance of theory
b) Evolution and Emerging Trends in Administrative theory
c) Oriental Thought: Kautilya and Sun Tzu

UNIT II: Administrative Structure and Process:
a) Henri Fayol- Foundations of Management
b) Frederick Winslow Taylor- Scientific Management
c) Luther Gulick and Lyndall Urwick- Science of Administration

UNIT III : Classical Thought: Bureaucracy:
a) Max Weber – Bureaucracy
b) Karl Marx – State and Bureaucracy
c) Samuel Krislov and Donald Kingsley– Representative Bureaucracy

UNIT IV: Social System Thought:
a) Mary Parker Follett – Constructive Conflict and Leadership
b) Elton Mayo – Human Relations Movement
c) Chester Barnard – Formal and Informal Organizations and Functions of Executive

UNIT V: Writers on Administration:
a) Robert Dahl – Problems of Science of Administration
b) Dwight Waldo – The Administrative State and Future of Public Administration
c) Robert T. Golembiewski – Public Administration as Developing Discipline

Select References:
Baker R J S (1972), Administrative Theory and Public Administration, Huthinson, London
Barnard, Chester(1969), The Functions of Executive, Cambridge, Harvard University Press
Donald Menzel and Harvey White (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. New York: M. E. Sharpe.
Frank Marini, (1971). Towards a New Public Administration: The Minnowbrook Perspective, Chandler Publications, University of Columbia.
George H. Fredrickson (et al).(2003). The Public Administration Theory Primer, Westview Press
Golembeiwskhi, Robert T, (1977). Public Administration as a Developing Discipline, Marcel Dekkar.
Golembiewski, Robert T.,Public Administration as a Field: Four Developmental Phases, Politics & Policy, Volume 2, Issue 1, pages 21–49, March 1974.
Henry Fayol,(1957). General and Industrial Management, Issac Pitman, London.
Henry Nicholas (2007), Public Administration and Public Affairs, Prentice Hall of India, New Delhi
Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press
Luther Gulick & Lyndall Urwick (eds.)(1937), Papers on Science of Administration, New York Institution of Public Administration, New York.
Lyndall Urwick & E F L Brech (1955), The Making of Scientific Management, Issac Pitman, London
Lyndall Urwick (1947), The Elements of Administration,Issac Pitman & Sons, London
Martin Albro, Bureaucracy (1970), MacMillan, London
Prasad, Ravindra. D (et al) eds (2013). Administrative Thinkers , Sterling Publishers, New Delhi.
Waldo, Dwight (1968), The Study of Public Administration, Random house, New York
White, Jay D. and Guy B. Adams (1994), Research in Public Administration: Reflections on theory and Practice, Sage.

SEMESTER-I

PPPA-105: INDIAN CONSTITUTION, SOCIAL JUSTICE AND ADMINISTRATION
(Interdisciplinary Course)

Course Objective
The Constitution of India defines the basic objectives and functioning of the government. It has provisions for bringing about social change and defining the relationship between individual citizen and the state. It lays out certain ideals that form the basis of the kind of country that we as a citizens aspire to live in. An in-depth analysis of various basic areas of constitution is the main objective of this inter disciplinary course. This helps the students to strengthen their understanding of Indian constitution and functioning of government.

UNIT 1: Indian Constitution:
a) Nature of the Constitution Salient features – Preamble
b) Fundamental Rights, Directive Principles - Fundamental Duties
c) Amendments of the Constitution: Procedure for Amendment– Emergency Provisions

UNIT II: Centre – State Relations and Local Self Government
a) Distinctive features of Indian Federation
b) Legislative, Administrative and Financial relations between the Union and the States
c) Decentralization Experiments in India – 73rd and 74th Amendments and their implementation

UNIT III: State Government
a) Governor, Chief Minister and Council of Ministers
b) Secretariat and Directorates
c) Changing Nature of District Administration and the role of District Collector

UNIT IV: Accountability & Control
a) Legislative, and Executive Control
b) Judicial control and Judicial Review
c) Right to Information Act

UNIT V: Social and Welfare Administration in India
1) Reservations for SC, ST and Backward classes
2) National SC and ST Commission; Women's Commission
3) Minorities Commission and Human Rights Commission.

Select References:
Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.
Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.
Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
The Constitution of India, Government of India, 2009.
Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

SEMESTER – II

PPPA-201: ADMINISTRATIVE THINKERS – II

Course Objective
Administrative theory is based on conceptualization of experience of administrators or observation of the operational situations in administration. This course is extension of the first semester course to discuss the behaviouralism, organizational humanism, market theories of administration and latest trends with emphasis on individual thinker. After completion of the course, students are in a position to comprehend the basic tenets and developments of administrative theory.

Unit I: Behaviouralism:
a) Herbert Simon: Behaviouralism and Decision-Making
b) Geoffrey Vickers: Appreciative System
b) Warren Bennis: Changing Organizations

Unit II: Organizational Humanism – I:
a) Abraham Maslow: Needs Hierarchy
b) Victor Vroom: Expectancy Theory of Motivation
c) Douglas McGregor: Theory X and Theory Y

Unit III: Organizational Humanism – II:
a) Frederick Herzberg: Hygiene and Motivation Factors
b) Chris Argyris: Integrating the Individual and the Organization
c) Rensis Likert: Systems Management

Unit IV: Market Theories:
a) Vincent Ostrom: Public Choice
b) Peter Drucker : Knowledge Based Organization
c) Elinor Ostrom: Governing the Commons

Unit V: Emerging Trends:
a) Critical Social Theory
b) New Public Service
c) Post Modernism and Post Structuralism
d) Administrative Theory: A Critical Review

References:
Argyris, Chris (1957), Personality and Organization, Harper, New York
Donald Menzel et.al (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. M. E. Sharpe.
Drucker, Peter (2012), Management Challenges for the 21st Century, Harper business.
Fox, Richard C (2005), Critical Social Theory in Public Administration, PHI, New Delhi
George Frederickson (2008), The Public Administration Primer, Westview Press.
Herbert A. Simon (1965), Administrative Behavior: A Study of Decision-making Process in Administrative Organizations, Free Press, New York.
Janet V. Denhardt and Robert B. Denhard (2007), The New Public Service, Serving, Not Steering, M.E.Sharpe, New York
Likert, Rensis (1976), New Patterns of Management, McGraw-Hill, New York
Luthans, Fred, (2005) Organizational Behaviour, McGraw- Hill, New York
Maslow, Abraham (1954), Motivation and Personality, Harper & Row, NY
McGregor, Douglas(1960), The Human Side of Enterprise, McGraw- Hill, New York
 Miller, H and Fox.CJ (2007), Post Modern Public Administration, ME Sharp, New York
Ostrom, Elinor (2003), Governing the Commons- The Evolution of Institutions for collective Action, Cambridge
Ostrom, Vincent (1973) The Intellectual Crisis in American Public Administration. University of Alabama Press: Alabama.
Prasad, Ravindra D (et al) eds. Administrative Thinkers (2013), Sterling Publishers, New Delhi
Vroom, Victor H (1964), Work Motivation, John Wiely and Sons, New York
Waldo, Dwight (1968), The Study of Public Administration, Random house, New York
Warren Bennis (2005), Reinventing Leadership: Strategies to Empower the Organization, HarperBusiness, NY
Warren Bennis, (1993), Beyond Bureaucracy: Development and Evolution of Human Organization, John Wiley & Sons,NY

SMESTER-II

PPPA-202:   INDIAN POLITY AND ADMINISTRATION

Course Objective

Indian polity describes the study of administrative system of Indian state. This includes constitutional framework, central government, system of government, state government, constitutional and non-constitutional bodies and working of the constitution. The Constitution of a country sets out the fundamental canons of governance to be followed in that country and also delineates the division of power, privileges and responsibilities between different organs of government. The course strives for a holistic comprehension of Indian polity and administration.

UNIT I: Historical Background

a) Evolution of Indian Administration
b) Socio - Economic, Political and Cultural Context of Indian Administration
c) Indian Administration: Continuity and Change

UNIT II: Constitutional Framework of Government

a) Constitutional Context of Indian Administration: Parliament, Executive,
   Judiciary – structures, functions and work processes
b) President, Prime Minister and Council of Ministers- Cabinet and Cabinet Committees
c) Constitutional and other agencies

UNIT III: System of Government

a) Federal and Unitary Features of the Constitution
b) Centre-State Relations and Trends in Centre – State Relations
c) Inter State relations- Emerging Issues and Resolution Mechanism

UNIT IV: State Government

a) Governor, Chief Minister and Council of Ministers
b) Secretariat and Directorates
c) Changing Nature of District Administration and the role of District Collector

UNIT V: Constitutional, Statutory and Non-Statutory Authorities

 a) Election Commission, Finance Commission and Union Public Service Commission; National Commission for Schedule Caste & National Commission for Schedule Tribes
b) Planning Commission, b) National Development Council, National Informatics Center (NIC)
c) National Human Rights Commission, National Commission for Women, and National Commission for Minorities

Select References:
Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
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Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
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Subash C. Kashyap (1997), Coalition Government and Politics in India, Uppal Publishing House, New Delhi.
Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

SEMESTER – II
PPPA – 203: HUMAN RESOURCE ADMINISTRATION

Course Objective

Human resource administration concerns human resource management as it applies specifically to the field of public administration. Human resources administration in public and nonprofit settings includes human resource planning, staffing, development, and compensation. The function of human resources administration is to provide the employees with the capability and capacity to achieve long term goals and plans. The course seeks to acclimatize the students with the fundamental and advanced percepts of human resource administration.

UNIT- I: Introduction:
a) Human Resource Administration: Importance, Scope and Perspectives
b) Concept of Meritocracy -Public Service: Concept and Role in Modern State
c) Public Institutional Theory

UNIT- II: Classification and Recruitment:
a) Man Power Planning, Classification of Services, Competency Mapping
b) Recruitment: Principles, Methods and Selection Process; Career Planning
c) Personnel Agencies

UNIT- III: Training and Development:
a) Training: Objectives, Types, Methods, Techniques and Training Needs Assessment
b) Performance Evaluation – Traditional and Modern methods
c) Capacity Building- Institutional Building
d) Promotion, Principles and Practices

UNIT –IV: Pay and Conditions of Services:
a) Pay and Pay Principles
b) Agencies and Mechanisms for Pay Determination
c) Conduct, Discipline and Superannuation

UNIT –V: Concepts and Emerging Trends:
a) Neutrality, Anonymity and Integrity
b) Out Sourcing and Downsizing and Talent Management
c) Human Resource Accounting and Audit

Select References:
Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London.
Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi
Farazmand , Ali (1994), Handbook of Bureaucracy, Taylor & Francis , New York.
Flippo Edvin B., (1976), Principles of Personnel Management, McGraw-Hill
Goel, S.L.& Rajneeesh, Shalini(2003), Public Personnel Administration, Deep & Deep, New Delhi
Government of India, Second ARC, Tenth Report on 'Refurbishing of Personnel Administration'
Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, New York.
Jain, R.B.(1994), Aspects of Personnel Administration, IIPA, New Delhi
Maheswari, Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi
Naff , Katherine C., Norma M. Riccucci, (2014) ,Personnel Management in Government: Politics and Process(Seventh Edition), CRC, Taylor & Francis, New York.
Riccucci ,Norma(2007),   Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
Shafritz, Jay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
Tead , Ordway (1920), Personnel Administration, University of California Libraries.

SEMESTER-II

PPPA-204: RESEARCH METHODOLOGY

Course Objective

Research in common parlance refers to a search for knowledge. We can define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. Research Methods for Social Science explains different research methods used today for conducting research in particular with public administration, governance and public policy. This course is intended as a sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriative tools and techniques for problem solving.

UNIT –I Introduction

a) Meaning, Objectives, Scope and Importance of Social Science Research
b) Types of Research
c) Objectivity in Social Science Research
d) Trends on Research in Public Policy and Governance

UNIT - II: Methods of Research

a) Scientific Method
b) Case Study Method
c) Survey Method
d) Content Analysis

UNIT – III: Research Design

a) Identification of Research Problem
b) Hypothesis and Procedure of Hypothesis testing and Estimation
c) Preparation of Research Design

UNIT - IV: Methods of Data Collection

a) Methods of Data Collection Primary Sources
b) Observation; Questionnaire and Interview
c) Secondary sources of Data Collection - Use of Library and Internet

UNIT - V: Sampling and Report Writing

a) Sampling, Sampling Techniques and Scales of Measurement
b) Analysis of Data and Use of computers in Social Science Research
c) Citing and Ethics of Research in Public Administration
d) Research Report Writing

Select References
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SEMESTER-II

PPPA-205: CIVIL SERVICES IN INDIA
(Interdisciplinary Course)

Course Objective
The term 'civil services' covers the large number of permanent officials required to run the machinery of government. The core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. Ministers lay down the policy and it is for the civil servants to carry out this policy. This interdisciplinary course aims to present an overview of the structure, trends and issues related to the civil services in India.

UNIT - I: Civil Services: Concept and Evolution
a) Concept, Significance and Evolution of Civil Services
b) Classification of Civil Services (All India Services, Central Services, State Services and Local
   Services)
c) Union Public Service Commission and Other Service Commissions

UNIT – II: Bureaucracy
a) Concept of Bureaucracy – Historical Evolution
b) Civil Service: Neutrality and Commitment
c) Relationship between Politicians and Civil Servants

UNIT - III: Public Personnel Administration
a) Recruitment: Methods and Significance
b) Training of Public Servants in India- Promotion System in India
c) Disciplinary Procedure for Civil Servants

UNIT - IV: Civil Services-Citizenry Interface
a) Civil Society and Administration
b) Technology and Changing Nature of Public Services
c) Ethics and Accountability

UNIT V: Indian Civil Services: Major Issues
a) Generalists and Specialists Controversy
b) Civil Services in the context of Globalisation
c) Civil Service Reforms- IInd ARC Recommendations

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SEMESTER-III

PPPA-301: COMPARATIVE PUBLIC ADMINISTRATION

Course Objective
Comparative Public Administration is the youngest discipline among the family of social sciences. As an academic discipline, it came into existence in the post Second-World War period. The comparative study of administrative system has grown up with the comparative study of cross-cultural and cross-national settings. This course presents a comparative out look of performance of government, bureaucracy and institutions of developed and developing countries.

UNIT I: Introduction:
   a) Nature, Scope, Characteristics and Importance of Comparative Public Administration
   b) Evolution of Comparative Public Administration
   c) International Comparative Public Administration
   d) Critique of Comparative Public Administration

UNIT II: Approaches
   a) Bureaucratic Approach
   b) General Systems Approach
   c) Decision Making Approach
   d) Ecological Approach

UNIT III: CPA: Contributions of F. W. Riggs
   a) Structural-Functional Approach
   b) Theory of Prismatic Society
   c) Development Models

UNIT IV: Comparative Administrative Systems
   a) Classical Administrative System – France
   b) Developing Administrative System – India
   c) Developed Administrative Systems – USA and UK
   d) Modern Administrative Systems – Japan and Korea

UNIT V: Development Administration
   a) Nature, Scope and Elements of Development Administration
   b) Goals and Challenges of Development Administration
   c) Models of Development Administration: Sustainable Development, Human Development & Inclusive Development

References:
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SEMESTER – III

PPPA-302: PUBLIC FIANNCIAL GOVERNANCE IN INDIA

Course Objective
Finance is the fuel for the engine of public administration and it was defined as government is finance. This is quite correct, because almost everything the government does, require money. This course provides an overview of the activities, participants, and politics involved in the collection, custody, and expenditure of public revenue at various levels of government. Upon successful completion of this course, students should be able to have knowledge of basic principles in public finance, accounting, and auditing that relate to public budgeting and the budgetary process.

UNIT- I: Introduction
a) Public Finance: Evolution, Meaning and Scope
b) Public Revenue: Meaning, Need, Classification and Principles of Revenue
c) Public Expenditure: Meaning, Need and Classification

UNIT- II: Budget and Governance
a) Public Budget: Meaning, Purpose and Significance
b) Budget Preparation, Enactment and Execution
c) Types of Budget: Line-Item Budget, Performance Budget, PPBS and Zero –Based Budgeting
d) Gender Budget, Green Budget and Sun Set Legislation

UNIT- III: Financial Management in India
a) Fiscal Federalism- Center State Financial Relations, Distribution of Resources
b) Finance Commission – Composition, Powers, Functions and Role
c) Fiscal Management: Public Debt and Deficit Financing
d) Monetary Policy and Fiscal Policy

UNIT- IV: Tax Governance
a) Tax Governance in India
b) Principles of Taxation and Tax Administration in India
c) Priorities for Improving Tax Governance

UNIT- V: Control over Finances
a) Accounting and Audit Reforms in India
b) Types of Audit- Internal and External Audit- Standards of Public Accounting
c) Parliamentary Financial Committes and Comptroller & Auditor General of India

Select References:
Brigham Eugene F. (2011), Financial Management : Theory and Practice, Cengage Learning India.
CABRI/OECD (2008) Survey of budget practices and procedures. OECD.
Campos E & Pradhan S (1995) Budgetary institutions and expenditure outcomes. Washington DC: World Bank.
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Lee Robert D. Jr., et al (Eds) (2007), Public Budgeting Systems, Jones & Bartlett Learning.
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Wang Xiaohu (2010), Financial Management in the Public Sector: Tools, Applications, and Cases, M. E. Sharpe.
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SEMESTER – III

PPPA-303: PUBLIC POLICY-CONCEPTS AND MODELS (GROUP-A- Elective)

Course Objective
Public policy making is not merely a technical function of government; rather it is a complex interactive process influenced by the diverse nature of socio-political and other environmental forces. Public policies in the developing countries possess certain peculiarities of their own by virtue of being influenced by an unstable socio-political environment, and face various problems and challenges. This course outline of concepts and models provide useful guidance and helps the students to undertake a comprehensive investigation for the suitable models to analyze our policy making process.

UNIT- I: Models of Public Policy -I
a) Vilfredo Pareto: Optimality and Improvement
b) John Rawls: A Theory of Justice
c) Almond Gabriel : Interest Aggregation and Articulation

UNIT- II: Models of Public Policy - II
a) Harold Lasswell : Policy Sciences
b) Yehezkel Dror : Mega Policy and Meta Policy
c) Charles Lindblom: Incrementalism

UNIT- III: Models of Public Policy - III
a) William Niskanen: Budget Maximizing Model
b) Elinor Ostrom : Institutional Rational Choice
c) Amartya Sen : Development as Freedom

UNIT- IV: Concepts of Public Policy:
a) Institutionalism
b) Process: Policy as a Political Activity
c) Public Choice
d) Strategic Planning

UNIT- V: Theories
a) Game Theory
b) Group Theory
c) Elite Theory
d) Systems Theory

Select References
Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston,Houghton
Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.
Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
Barker, Anthony, and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managing in Government, UCP, Berkeley, CA
Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
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SEMESTER – III

PPPA-304: PUBLIC POLICY ANALYSIS   (GROUP-A- Elective)

Course Objective
The course is designed to introduce students to the analysis of public policy with a comprehensive perspective on the field. It assesses key incentives and constraints that are inherent in the policy process and introduces models that seek to provide an analytical framework. It also presents an approach and fundamental techniques to perform policy analysis and enable students to decide on appropriate methods of policy analysis. The guiding theme throughout the course is running through the contemporary debates of the field.

UNIT- I: Theoretical Perspectives
a) Policy Cycle Framework
b) Policy Process Network
c) Political Feasibility

UNIT- II: Types of Policy Analysis
a) Empirical, Normative Policy Analysis
b) Retrospective/Prospective Analysis
c) Prescriptive and Descriptive Analysis

UNIT- III: Actors in Policy Analysis
a) Government Institutions
b) International Donor Agencies
c) Multinational and Transnational Agencies
d) Media and Civil Society

UNIT- IV: Techniques
a) Cost Benefit Analysis
b) Management by Objectives (MBO)
c) Operations Research
d) Programme Evaluation and Review Technique (PERT) & Critical path Method (CPM)

UNIT- V: Constraints on Public Policy
a) Economic Constraints on Public Policy
b) Political Feasibility: Interests and Power
c) Institutional Constraints on Policy
d) Social and Cultural Factors: Constraining and Enabling Policy Reversals

Select References
Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston,Houghton
Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.
Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
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SEMESTER – III

PPPA-305: GLOBALIZATION and PUBLIC POLICY (GROUP-A- Elective)

Course Objective

Globalization is the cluster of technological, economic, and political innovations that have drastically reduced the barriers to economic, political and cultural exchange. The process of globalization involves the transnationalization of production and capital, which gives rise to global trade. It is obvious that nation-states still exist and constantly interact with global financial and trade organizations. This course investigates how globalization has influenced public policy and draws on theories from economics and political science to elucidate the causes and consequences of globalization.

UNIT- I: Introduction
a) Neo-Liberalism and Public Policy-New World Order
b) Reforming Institutions: The State, Market and Public domain
c) Globalization of Economic Activity

UNIT- II: Globalization and Public Policy: An Analytical Framework
a) Interdependence: Challenges to External Sovereignty
b) Globalization: Challenges to Internal Sovereignty
c) Global Public Policy

UNIT- III: Pioneers in Global Public Policy
a) Global Financial Markets
b) Global Crime and Public Policy
c) Trade in a Globalizing Industry

UNIT- IV: The New Bureaucracy
a) Quality Assurance – New Occupation
b) Organizations and Accountability
c) Corporate Lobby Groups in the Policy Process

UNIT- V: Emerging Trends
a) Learning Organizations
b) Network Organizations
c) Business Process Reengineering

Select References
Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston,Houghton
Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.
Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
Barker, Anthony, and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managing in Government, UCP, Berkeley, CA
Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
Fischer, Frank, (1995), Evaluating Public Policy Chicago: Nelson Hall.
John, Peter, (2012), Analysing Public Policy, 2nd ed., Routlidge, Taylor and Francis Group, London.
Lerner, D. and H.D.Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
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Nachmias, David, (1979), Public Policy Evaluation: Approaches and Methods, New York: St. Martin's Press.
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Xun Wu et.al (2013), The Public Policy Primer, Routledge, London

Semester-III

PPPA-306: INNOVATIONS IN GOVERNANCE   (GROUP-B- Elective)

Course Objective:
Public governance is one of the most important scorching topics in the world of administration. It depicts the profound changes both in government and public services caused by both external pressures and internal tensions. Administrative and bureaucratic hierarchies are being transformed into complex settings of public governance. The main objective of this course is - how these governance processes and structures should be changed in order to achieve better results from social, political and economic points of view. This course provides a contextual view for innovations in public governance in which the main purpose is to introduce innovations which make a real difference in public governance.

UNIT - I: Introduction
 a) Innovations in Governance: Perspectives and Challenges
 b) Characteristics and Patterns of Innovations
 c) Institutional Framework for Promoting Innovations
 d) Public Governance and Innovations: Administrative Reform to Innovation Discourse

UNIT - II: Understanding Innovations
 a) Innovation for Achieving a Quality of Life
 b) Methodological Approach for studying best Practices
 c) Capacities for Innovation and Best Practices

UNIT - III: Innovations in Governance and Public Services
 a) Innovations in Public Services: An Historical Perspective
 b) Innovation Capacity in Organizations
 c) Leadership and Innovation
 d) Innovations in different sectors – General Administration, Urban Administration, Health Administration, Private Sector, Agriculture, etc

UNIT – IV: Transferability of Best Practices and Innovations
a) The Ombudsman against Corruption
b) Technology and Changing Nature of Organizations
c) Best Practices of Knowledge Management Framework
d) Diffusion of Innovation in a Development Context

UNIT - V: Issue Areas
a) Originality and Replication of Innovations
b) Innovation with or Without Improvement
c) Citizen Participation in Government Innovations
d) Research in Innovative Governance

Select References:
Anttiroiko et.al. (Eds.) (2011), Innovations in Public Governance, IOS Press.
Bevir, Mark, ed. (2010) The Sage Handbook of Governance. Thousand Oaks, CA: Sage Publications.
Borins, S. (2001), The Challenge of Innovating in Government (PricewaterhouseCoopers Endowment for the Business of Government,) Governance Innovators Network, http://www.innovations.harvard.edu/
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Pollitt, C. and Bouckaert, G. (2000), Public Management Reform: A Comparative Analysis (Oxford University Press, Oxford).
Sandford Borins, ed., (2008), Innovations in Government Research, Recognition, and Replication, Brookings Institution Press.
Stephen P. Osborne, Ed.,(2001), The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. London: Routledge
Walker, R., Jeanes, E. and Rowlands, R. (2002), Measuring innovation: Applying the literature based innovation output indicator to public services. *Public Administration*, 80, pp. 201–214.

Semester-III

PPPA-307: LAW, ETHICS & GOVERNANCE   (GROUP-B- Elective)

Ethics is a set of standards that a society place on itself and which helps guide behaviour, choices and actions. In the real world, both values and institutions matter. Values are needed to serve as guiding stars, and they exist in abundance in our society. A sense of right and wrong is intrinsic to our culture and civilization. In this backdrop this course examines law and ethics as an instrument of governance. The major part of the course outlines the key concepts and debates associated with the law, ethics and governance and also cover the contemporary trends.

UNIT –I: Legal Foundations
a) Fundamentals of Administrative Law
b) Relationship between Law and Administration
c) Governance as Execution of Law – Values and Context of Legal and Administrative Process
d) Constitution, Rule of Law and Administrative Law – French, British and German Contexts

UNIT - II: Law and Governance
a) Concepts relating to administrative law- Rule of Law, Doctrine of Separation of Powers,
   Principles of Checks and Balances, Doctrine of Ultra-vires
b) Delegated Legislation, Principles of Natural Justice.
c) Administrative Adjudication, Review of Administrative acts and redress of grievances –
   Vigilance and Control

UNIT – III: Governance and Ethics
a) Ethical foundations of Governance
b) Codes and Norms of Ethics in India: Public Service and Business Organizations
c) Constitutional Values and its relationship with ethics
d) Family, Society, Education and Ethics

UNIT - IV: Quasi-Judicial Governance
 a) Administrative Tribunals
 b) National Water Tribunal
 c) National Green Tribunal

UNIT - V: Emerging Trends
a) Local Bodies Ombudsman
b) Protection of Whistleblowers
c) Women Protection: Criminal Law (Amendment) Act, 2013 (Nirbhaya Act)

Select References:
Appleby Paul H(1952), Morality and Administration in Democratic Government, Baton Rouge, Louisiana State University Press
Aradhe, Alok and G P Singh(2013), Principles of Administrative Law , LexisNexis.
Barnwal SP(1993), Ethics in work in India-Tradition in relation to Man and society, IIPA, New Delhi
Bentham Jeremy(1948), Introduction to Principles of morals and legislation, New York 1948
Boulding Kenneth E (1968), Beyond Economics-- essays in society, religion and ethics, Ann Arbor
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Krishnaswamy, Sudhir (2011) , Democracy and Constitutionalism in India: A Study of the Basic Structure Doctrine, OUP
McGarry , John (2013), Constitutional and Administrative Law, Routledge
Rosenbloom, David., et.al(ed).(1977), Public Administration and Law, Marcel Dekker.
Second Administrative Reforms Commission, 1 and 2nd Reports
Sharma , Manoj (2004), Indian administrative law, Anmol Publisher, New Delhi.
Wade William and Christopher Forsyth (2009) Administrative Law, Oxford University Press.

Semester -III
PPPA-308: MEASURING GOVERNANCE   (GROUP-B- Elective)

Course Objective
The use of governance indicators, as applied to developing countries, has grown spectacularly in recent years. The governance indicators contribute to the growing empirical research of governance with advocacy tools for policy reform and monitoring. The indicators, and the underlying data behind them, are part of the current research and opinions that have reinforced the experiences and observations of reform-minded individuals in government, civil society, and the private sector. The main objective of this course is to present various methodologies of measuring governance and facilitate the students to have knowledge of the Human Development Indicators, Corruption perceptions Index with a comparative outlook of developing and developed countries.

UNIT - I: Introduction
 a) Measuring Governance: Need and Significance
 b) Measuring Governance: Methodological Plurality
 c) Measuring Governance: Inadequacy of Existing Measurement

UNIT - II: World Wide Governance Indicators (WGI)
 a) Voice and Accountability
 b) Political Stability and Absence of Violence
 c) Government Effectiveness and Regulatory Quality
 d) Rule of Law and Control of Corruption

UNIT - III: Models of Measuring Governance
 a) Procedural Measure
 b) Capacity Measure
 c) Output Measure
 d) Autonomy Measure

UNIT - III: Measuring Governance Agencies
 a) UNDP Human Development Report: Human Development Index
 b) Transparency International: Corruption Perceptions Index
 c) Global Integrity: Innovations for Transparency and Accountability

UNIT - V: Governance & Human Development Indicators: A Comparison
a) India
b) China
c) Norway
d) United States of America

Select Readings:
Ali Farazamand (2004), Sound Governance: Policy and Administrative Innovations, Praeger Publishers, West Port.
Bevir, Mark, 2013, The Sage Handbook of Governance, Sage Publications Ltd, London.

Francis Fukuyama (2013), What is Governance?, Working Paper 314, Center for Global Development, NW, Washington, DC**.**
Kathe Callahan (2007), Elements of Effective Governance: Measurement, Accountability and Participation, CRC Press, Taylor and Francis Group, Boca Raton.
Katherine Berscha and Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, *European Journal of Development Research* Vol. 26, pp.124–141
Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), "Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance." Policy Research Working Paper 3712. World Bank, Washington, D.C.
Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), Governance Matters VIII : Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington DC, World Bank.
Shantayanan Devarajan (2008), Two Comments on "Governance Indicators: Where Are We, Where Should We Be Going?" by Daniel Kaufmann and Aart Kraay, The World Bank Research Observer, vol. 23, No. 1 (Spring), pp. 31-36.
www. worldbank.org/index
www.globalintegrity.org
www.hdr.undp.org
www.transparency.org

Semester -III
PPPA-375: LOCAL GOVERNANCE IN INDIA
(Interdisciplinary Course)

Course Objective

Decentralization is a widely used concept, and it is closely linked with democracy, development and good governance. Local government is one form of a decentralized system which is affected by the transfer of authority or responsibility for decision making, management or resources allocation from higher level of government to its subordinate units This interdisciplinary course analyses the complexities of local governance, both rural and urban, in contemporary India. It discusses some of the lesser known aspects of the interface between panchayats and other institutions of local governance, whether district administration or parastatal agencies and civil society organizations.

UNIT - I: Introduction:
a) Nature, Scope and Definitions of Local Government
b) Philosophy and Significance of Local Government
c) Historical Developments and Land Marks in the growth of Local Government

UNIT – II: Theory of Decentralization:
a) Decentralization, Delegation: Deconcentration and Devolution
b) Elements of Decentralization and Democratic Development
c) Hurdles for Decentralization and trends of Recentralization

UNIT – III: Organization Structure:
a) Structures of Rural Local Government (73rd CAA)
b) Structures of Urban Local Government (74th CAA)
c) Local Governments – Community Development, Economic Development and Environmental Development

UNIT – IV: Accountability and Control
a) Executive Control, Legislative Control and Financial Control
b) State and Local Government Relations
c) Human Resource Management at Local level
d) Policy Analysis at Local level

UNIT – V: Issue Areas
a) Functional and Financial Imbalance
b) Official and Non-Official Relationship
c) Reforms Process: Retrospect and Prospect
d) Local Governments in the context of Globalization

References:
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Abdul Aziz (ed.), (1996), Decentralised Governance in Asian Countries, Sage Publications, New Delhi.
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S.R. Maheshwari (2003), Local Government in India, Lakshmi Narain Aggarwal.

SEMESTER-IV

PPPA-401: PROJECT MANAGEMENT

Course Objective:
Projects are undertaken at all levels of the organization. They may involve a single person or many thousands. Their duration ranges from a few weeks to a few years. Projects may involve a single unit of one organization or may cross-organizational boundaries. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. As a student of Public Policy and Public Administration it is essential to learn the project management for better understanding of the tools and techniques to be implemented in the Government and Corporate Sector. In this background this course will help the students to grasp the essence of managing projects in all sectors.

UNIT - I: Introduction
a) The Evolution of Project Management
b) What is a Project?
c) Project Management Framework

UNIT - II: Project Planning and Organization
a) Structure and Scheduling the Project
b) Project Team and Developing a Team Culture
c) Project Integration Management

UNIT - III: Project Management
a) Risk Management
b) Cost Management
c) Change Management

UNIT - IV: Essential for Project Management
a) Project Human Resource Management
b) Project Quality Management
c) Project Communications Management

UNIT - IV: Project Control and Evaluation
a) Controlling Measures
b) Project Evaluation
c) Project Management Software

Select References:
Andersen, E.S., et.al., (1995). Goal Directed Project Management: Effective techniques and strategies London: Kogan Page.
Appelo, J.(2009). What is the Mission of Your Project? Retrieved May 12, 2009, from www.projectsmart.co.uk
Azzopardi, S. (2009). The Evolution of Project Management. Retrieved May 26, 2009, from www.projectsmart.co.uk
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SEMESTER-IV

PPPA-402: PUBLIC POLICY CLINIC/ GOVERNANCE LAB

DISSERTATION

Public Policy Clinic and Case Study Unit at CUJ
Modern Politics is invariably bound up with the idea of intervention. Policy is seen as the instrument through which the state attempts to moderate and reconstitute the social. As the political domain becomes more contested, the consensus over what constitutes 'well-being ', and more importantly, how that has to be secured is no longer a predictable exercise. The Policy Action Lab at CUJ to be established for lively intellectual debate. It seeks to engage in exploratory and experimental studies of policy options. It will be a ritually open space where scholars, citizens, policy makers and activists will participate to discuss and conceptualize small-size experimental projects which will elaborate on better policy interventions. It aspires to construct newer conceptual tools and intervention models, which can bring about a substantial change in people's everyday lives.

The GovLab at CUJ
The Governance Lab (The GovLab) aims to create research data base at CUJ. Innovations in technology and science are empowering individuals to engage with one another – and with traditional institutions of governance – to tackle problems more collaboratively, and drive progress more rapidly than ever before. Through collection, computation and visualization of large-scale data sets, we can make better informed decisions. We can use new methods for generating ideas from more people in response to wicked challenges. In light of these advances, institutions – from local and central governments to universities and corporate companies – must re-imagine how they solve problems.

The GovLab builds studies and implements experimental, technology-enabled solutions that advance a collaborative, networked approach to re-invent existing institutions and processes of governance to improve people's lives. GovLab Research convenes an interdisciplinary network of thought leaders across academia, government, and industry to analyze novel forms of collaborative problem-solving in public and private institutions. Despite advances in collaborative governance, there has been little systematic study of what approaches work best under varied conditions. We committed to produce scholarly research and map real-world developments to create a robust understanding of how scientific and technological advances can be harnessed to improve 21st century governance.

Case Study Unit
The Case Study Unit of PPPA endeavours to serve three major objectives. Case studies constitute an archive for pedagogy, they create form of policy advocacy; and they invite interdisciplinary collaborations with other departments like law and business administration. The school also hopes to collaborate with movements and NGOs to examine at civic epistemologies and local experiments in governance. The Unit will create a set of case studies around major experiments in governance ranging from the more recent National Rural Employment Guarantee Act to the Technology Missions of the past. Rather than treating case studies as its own intellectual property, the School will create an intellectual commons populated by the outputs of this field-based activity. This unit expects to create an archive of memory, innovation and institution building for public policy in India.

SEMESTER – IV

PPPA-403: SOCIAL POLICY: STATE, MARKET AND SOCIETY (GROUP-A- Elective)

Course Objective:
Social Policy in a development context is the overarching framework of a wide-ranging inquiry into social policy that is developmental, democratic and socially inclusive. It is increasingly evident that social policy has a significance that goes beyond even the valid concerns about basic equity and minimal living standards, which form part of the social and economic rights of citizens. This course will explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.

UNIT- I: Introduction
a) State and Social Theory
b) Classical and Contemporary Perspectives
c) State, Government and Governance

UNIT- II: Social Justice
a) Social Justice & Inclusion: Concept and Philosophy
b) Exclusion and Denial: A Critical Inquiry
c) Equity and Inclusion
d) Affirmative Action and Inclusion: The Global Experience

UNIT- III: Social Development
a) Policy for Inclusive Development: Growth with Equity
b) Changing Norms of Social Equity and Participation
c) Social Participation: Issues of Gender, Weaker Sections and Environment

UNIT- IV: Social Policies at Global Level
a) MDGs and HDI: The Global Targets
b) Refugees and Migrants
c) Human Trafficking

UNIT- V: Emerging Trends
a) Growing Role of Civil Society Organizations
b) Democratic People's Struggles: Case Studies
c) Ethical Concerns in Social Policy Making

Select References:
Baldock John, et al, (2011), Social Policy, Oxford University Press.
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Thorat, Sukhadeo and Umakant (2004), Caste, Race and Discrimination – Discourses in International Context, Indian Institute of Dalit Studies and Rawat Publishers, New Delhi and Jaipur.
Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), Reservation and Private Sector-Quest for Equal Opportunity and Growth, Rawat Publications , Jaipur.
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Verma, Vidhu (2012), Non-discrimination and Equity in India: Contesting boundaries of social justice, Routledge.

SEMESTER – IV

PPPA-404: PUBLIC POLICY: CASE STUDIES (GROUP-A- Elective)

Course Objective:
Increasingly complex social, scientific and technological challenges call for carefully considered policy solutions underpinned by reliable knowledge and appropriate methods. Reducing poverty and accelerating development progress require improved policies. A better understanding of how research can contribute to pro-poor policies, and systems to put it into practice, could improve development outcomes. For this reason, the link between research and policy in development is of increasing interest, to both researchers and policy-makers. The presented case studies in this course provide an in-depth understanding of public policy making and implementation in India.

UNIT- I: Introduction
a) Importance of Case Studies in Public Policy
b) Case Study as a Representative Sample
c) Building Theory from Case Studies

UNIT- II: Education Policy
a) National Education Policy -1986
b) Public Expenditure on Education in India
c) Right to Education Act
c) Corporatization of Education System

UNIT- III: Economic Policy
a) New Economic Policy of 1991
b) Liberalization and Growth of Indian Economy
c) Mixed Economy to Globalization - Impact

UNIT- IV: Protective Discrimination
a) Democratization of Power: Reservations
b) Women Reservation's Bill
c) Reservations in Corporate Sector

UNIT- V: ICT and Cyber Security
a) National Policy on Information Technology 2012
b) National Cyber Security Policy 2013
c) Cyber Crime and Cyber Activism

Select References:
Agarwal, J. C. (2009), Education policy in India, Neha Publishers & Distributors.
Anne O. Krueger , (2002), Economic Policy Reforms and the Indian Economy (ed.), University of Chicago Press, Chicago.
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Sen , Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Papers No.1. Asian Development Bank.
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Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), Reservation and Private Sector-Quest for Equal Opportunity and Growth, Rawat Publications , Jaipur.
Zeinab Karake-Shalhoub, Lubna Al Qasimi , (2010), Cyber Law and Cyber Security in Developing and Emerging Eonomies, Edward Elgar Publishing House, Cheltenham, UK.

SEMESTER – IV

PPPA-405: ENGAGED POLICY AND GOVERNANCE (GROUP-A- Elective)

Course Objective

The forces of liberalization and globalization have increased uncertainties for governments and citizens leading to, in some cases, shrinkage of governments, which in turn, has reduced the capacity of some governments to reach out to their citizens through normal bureaucratic channels. Though the direct representation through legislative level is very useful for those citizens capable of connecting with political spheres; many regard this system as not sufficient. The search is on as to how to compensate for these representational gaps. Questions are asked as to what indeed would be the best ways to mainstream citizens into government decision-making processes, more as a complement, rather than in contradiction, to existing democratic practices. Is it possible to devise some sort of framework for direct citizen-government dialoguing, an 'engaged governance' practice, as a means of mainstreaming citizens into the decision-making process, on an on-going basis. This course is aimed to examine the current initiatives in this discourse.

UNIT - I: Introduction

a) Participatory Governance: An Overview
b) The Rationale of Participation: Conceptual Issues
c) New Governance Paradigm: The Emerging Partnerships/Engagement Initiatives

UNIT - II: Democracy, Social Inclusion and Development

a) Democracy and Development
b) Political Regimes, Political Participation and Social Inclusion
c) Innovations and Pitfalls in Participatory Governance

UNIT – III: Engaged Governance

a) Government Transparency in Policy Decisions
b) Engaging the Community at Grassroots Level
c) Electronic Platforms for Receiving and Implementing Public Input

UNIT - IV: Participatory Local Governance

a) Participatory Governance Toolkits
b) Measuring Engagement or Participation
c) Issues in Engagement and Participation

UNIT - V: Case Studies

a) Kudumbashree in Kerala, India
b) Grameen Bank in Bangladesh
c) Participatory Budgeting, Brazil
d) Watershed Development Programme in Ralegansiddhi, India

Select References:

Alexander, Jeffrey C. 2006. The Civil Sphere. New York: Oxford University Press.
Baiocchi, G., P. Heller, et al. 2011. Bootstrapping Democracy: Transforming Local Governance and Civil Society in Brazil. Stanford; Stanford University Press.
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Sen, Amartya. 1999. Development as Freedom. Oxford: Oxford University Press.

SEMESTER-IV

PPPA-406: e- GOVERNANCE   (GROUP-B- Elective)

Course Objective

E-governance is a new concept and implies upgrading of the efficiency and effectiveness of the administrative machinery through the combination of ICT to deliver better, cost effective and speedy services to the citizen. Transition to electronic delivery of services in government not only involve changes to the systems, procedures and processes of relevant services but also affects the way in which the public and business community deals with the government. The aim of this course is to introduce the major discourses on e-governance with case studies for better understanding its implementation in India.

UNIT- I: Introduction

a) Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structures and institutions)
b) Meaning, Scope and Importance of e-Governance (Meaning, Definitions, Scope, and Importance of e-Governance)
c) Evolution of e-Governance (Evolution of Computer and Internet – Application to Administrative Systems)

UNIT – II: Concepts

a) Theories of e-Governance (Six perspectives and Six theories)
b) Models of e-Governance (The General Information Dissemination Model, the Critical
Information Dissemination Model, the Advocacy Model, the Interactive Model)
c) National E-Governance Plan

UNIT – III: Applications

a) e-Governance in Rural Development
b) e-Governance in Urban Administration
c) e-Governance in Economic Development

UNIT – IV: Cases

a) e-Literacy: Akshaya in Kerala
b) Electronic Citizen Services: A Comparative outlook
c) Digitalization of Land Records Administration: Bhoomi in Karnataka
d) Automizing District Administration: The e-district project

UNIT– V: Issues

a) e-Readiness
b) Digital Divide (Gender, Geographical, Economical, Social and Political)
c) e-Governance – Critical Factors (Technology, People, Process, Resources,
Infrastructure, Nature of PPP models)
d) e- Governance: Issues and Challenges (Resistance to Change, Laws, Skills,
Competency, Capacity Building, Adaptation of Technology and Administrative
Reforms)

Select References:
Bellamy, Christine, and John, A.,Taylor, (1998), Governing in the Information Age, Buckingham, Open University Press.
Bhatnagar, S.C. (2004) E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi.
Bhatnagar, S.C. (2009) Unlocking E-Government Potential: Concepts, cases and practical insights, Sage Publications, New Delhi.
Bouwman, Harry, and et.al., (2005), Information and Communication Technology in Organisations, Sage Publications, London.
Heeks, R. (2006) Implementing and Managing eGovernment: An international text, Sage
Marchionini, G., (1995), Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge, USA.
Michael E. Milakovich, (2012), digital governance - New Technologies for improving Public Service an Participation, Routlidge, Taylor and Francis group, New York.
Pardhasaradhi,Y. (et.al) (2009), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi.
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SEMESTER-IV
PPPA-407: URBAN GOVERNANCE   (GROUP-B- Elective)

Course Objective
The Globalization has great impact on the country like India, which increases the economic growth of the country, and because of this, we are seeing a growing urbanized India. Although, urbanization in India has been underpinned by the rapid growth in the economy especially from the last decade of the 20th Century, and there is transformation from rural economy, based on agriculture and its allied activities to the modern economy related to industrial activities. The negative impacts on the urban areas, by way of lack of basic facilities like infrastructure, drinking water, housing, transport etc are visible. Thus, this course aims to present the urbanization, and also gives particular attention to the emerging issues and challenges, associated with the urbanization process in India.

UNIT –I: Urbanization and Urban Strategies
a) Urbanization Trends and Challenges
b) Good Urban Governance – Concept and Principles
c) Urban Policies and Strategies

UNIT - II: Urban Governance
a) ULBs - Forms and Functions -Councils and Committees
b) Municipal Finance Framework & Municipal Financial Management
c) Metropolitan Governance
d) Recent Trends in Urban Governance: e-Governance

UNIT – III: Urban Poverty
a) Concept, Trends and, Strategies
b) Urban Poverty Programmes
c) Urban Housing
d) Institutional arrangement for urban poverty reduction

UNIT - IV: Administration of Urban Services
a) Administration of Development Programmmes
b) Water supply, drainage, sewerage, sanitation
c) Urban Transportation
d) Urban Environment

UNIT – V: Accountability and Civic Engagement
a) Accountability
b) Civic Engagement
c) Urban Knowledge Management
d) Urban Futures and Challenges

Select References:
Aziz Abdul (ed.), (1996), Decentralised Governance in Asian Countries, Sage New Delhi.
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Oakley Peter (1991), Projects with People: The Practice of Participation in Rural Development , I.L.O., Geneva.
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SEMESTER-IV
PPPA-408: RURAL GOVERNANCE   (GROUP-B- Elective)

Course Objective:
Rural development has always been an important issue in all discussions pertaining to economic development, especially of developing countries, throughout the world. Although millions of rural people have escaped poverty as a result of rural development in many Asian countries, a large majority of rural people continue to suffer from persistent poverty. The term rural development connotes overall development of rural areas to improve the quality of life of rural people. As a discipline, it is multi-disciplinary in nature, representing an intersection of agriculture, social, behavioural, engineering and management sciences. The main objective of this course is to sensitize students to major issues and challenges in the rural sector and to provide an opportunity to systematically study these issues in the field.

UNIT I: Introduction
a) Democracy, Development and Decentralization
b) Rural Development: Perspectives
c) Rural Policies and Strategies in India
d) Rural Development and Panchayath Raj

UNIT II: Rural Institutions - Panchayat Raj
a) Panchayat Raj in India – An Evaluation
b) Reforms in Panchayat Raj (73rd CAA and after)
c) Panchayat Raj in Jammu & Kashmir
d) e-Panchayats

UNIT III: Resources and Development
a) Rural Credit and Cooperatives
b) Self – Help Groups
c) Technical Assistance in Rural Governance

UNIT IV: Rural Development Programmes and Agencies
a) Rural Development Programmes: IRDP, SGSY & MGNREGA
b) Governance in Tribal and Scheduled Areas
c) Village Administration: Stake Holder Committees

UNIT V: Issues in Rural Governance
a) Land Reforms
b) Rural Unrest: Caste, Class and Gender
c) Governing Elite and Rural Social Change
d) Bureaucracy

Select References:
Chambers, Robert (1998), Rural Development: Putting the Last First, Harlow: Longman.
Deaton, Angus and Valerie Kozel (eds.) (2005), The Great Indian Poverty Debate, Macmillan India Ltd., New Delhi.
Sengupta Chandan and Stuart, Corbridge (eds) (2010), Democracy, Development and Decentralisation in India, Routledge, New Delhi.
Bardhan, P. & D. Mookherjee eds. (2007), Decentralisation and Local Governance in Developing Countries: A Comparative Perspective, Oxford University Press, New Delhi.
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Dreze, Jean, and Reetika Khera (2011), The Battle for Employment Guarantee, Oxford University Press, New Delhi.
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Tankha, Ajay (2012), Banking on Self-Help Groups: Twenty Years On, Sage, New Delhi.
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Tiwari, Ramesh Kumar (2011), Human Rights and Law: Bonded Labour in India, Cambridge University Press, New Delhi.

SEMESTER –IV
PPPA-475: E-GOVERNMENT
(Interdisciplinary Course)

Course Objective:
Electronic government or "e-Government" is defined as the use of information and communication technologies (ICTs) in government to provide public services and to improve managerial effectiveness. Governments use ICTs for the exchange of information with citizens and businesses. E-Government utilizes technology to accomplish reform by fostering transparency, eliminating distance and other divides, and empowering people to participate in the political and administrative processes that affect their lives. The preliminary objective of this course is to introduce the technology of e-government with an in-depth examination of various government initiatives and train the student to develop the ability to discuss current electronic government issues and trends.

UNIT I: Introduction
a) e-Government: Definition and Scope
b) Evolution of e-Government
c) e-Government and Developing Countries

UNIT II: Approaches and Impact
a) e-Democracy, e-Participation, e-Services and e-Learning
b) Transparency & Accountability
c) Administrative Reforms in Government
d) Time and Cost Benefits

UNIT III: Future Challenges
a) Technology and Society
b) Digital Divide
c) Risk Management

UNIT IV: Case Studies
a) Electronic Citizen Services (E-Seva) in Andhra Pradesh
b) Digitalization of Land Records in India- Case of Bhoomi in Karnataka
c) Social Empowerment through IT: Akshaya programme in Kerala

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