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State Public University since 1985  
Recognized by UGC u/s 12-B  
(Accredited by NAAC with A Grade)

Goa University

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GU/Acad –PG/BoS -NEP/2022/339/33

Date: 20.08.2022

### CIRCULAR

The University has notified Ordinance OA-35 governing the **Master of Arts in Public Administration** Programme offered at the Manohar Parrikar School of Law, Governance and Public Policy, Goa University Campus for implementation from the Academic year 2022-2023 onwards.

The approved Semester I and II Syllabus of the **Master of Arts in Public Administration** Programme is attached.

The Dean/ Vice-Deans of the Manohar Parrikar School of Law, Governance and Public Policy are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Donald A. E. Rodrigues)  
Joint Registrar – Academic

To,

1. The Dean, Manohar Parrikar School of Law, Governance and Public Policy, Goa University.
2. The Principals of Affiliated Colleges offering the Master of Arts in Public Administration Programme.

Copy to:

1. The Chairperson, Board of Studies in Public Administration.
2. The Programme Director, MA in Public Administration, Goa University.
3. The Controller of Examinations, Goa University.
4. The Assistant Registrar, PG Examinations, Goa University.
5. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.



## **GOA UNIVERSITY**

Sub P.O. Goa University, Taleigao Plateau, Goa 403 206

### **PUBLIC ADMINISTRATION PROGRAMME**

### **MANOHAR PARRIKAR SCHOOL OF LAW, GOVERNANCE & PUBLIC POLICY**

#### **M.A. Public Administration Syllabus following the Choice-based Credit System**

**Total 80 credits**

#### **About the Programme:**

The M.A. Programme in Public Administration is a multi-disciplinary Programme taught over 4 semesters and designed to enable students to be absorbed into jobs in the public and NGO sectors. The Programme integrates theoretical and practical perspectives in the field of Public Administration.

#### **Prerequisites for Admission:**

The prerequisite for admission into the M.A. Public Administration Programme is the minimum prescribed percentage in a Bachelor's Degree in any subject and as per Goa University Ordinance for admission.

#### **Semesters and Courses:**

The Manohar Parrikar School of Law, Governance and Public Policy offers a two-year M.A. Programme in the subject of Public Administration taught over 4 semesters. The M.A. Programme is governed by Goa University Ordinances and in line with the National Education Policy 2020.

## MA Public Administration Programme

The Course and Credit Distribution is as follows:

Courses	SEM1	SEM2	SEM3	SEM4	Total Credits
Discipline Specific Core Course	16	16			32
Discipline Specific Elective Course	4	4			08
Research Specific Elective Course			8	4	12
Generic Elective Courses			12		12
Discipline Specific Dissertation				16	16
Total Credits	20	20	20	20	80

One Credit is 15 contact hours

The MA Public Administration Programme Courses and Semester-wise Structure:

MA Public Administration Programme		
Semester I		
Title of the Course	Course Code	Credits
Administrative Theory	PATC-401	4
Public Finance and Financial Administration	PATC-402	4
Political Economy of India	PATC-403	4
Indian Administration	PATC-404	4
One course from list of PA Discipline Specific Elective Courses		4
Total Credits in Semester 1		20
Semester 2		
Title of the Course	Course Code	Credits
Local Governance in India	PATC-405	4
Administrative Thought	PATC-406	4
Public Personnel Administration	PATC-407	4
Public Policy	PATC-408	4
One course from list of PA Discipline Specific Elective Courses		4
Total Credits in Semester 2		20
Compulsory 3week Internship in the break: A non-credit mandatory part of the programme		

**PUBLIC ADMINISTRATION DISCIPLINE SPECIFIC CORE COURSES (COMPULSORY)**

<b><u>Course Code</u></b>	<b><u>Course Title</u></b>	<b><u>Number of Credits</u></b>
PATC-401	- Administrative Theory	4
PATC-402	- Public Finance and Financial Administration	4
PATC-403	- Political Economy of India	4
PATC-404	- Indian Administration	4
PATC-405	- Local Governance in India	4
PATC-406	- Administrative Thought	4
PATC-407	- Public Personnel Administration	4
PATC-408	- Public Policy	4

**PUBLIC ADMINISTRATION DISCIPLINE SPECIFIC ELECTIVE COURSES**

<b><u>Course Code</u></b>	<b><u>Course Title</u></b>	<b><u>Number of Credits</u></b>
WSTC-405	- Gender, Development and the State	4
PATE-401	- Social Systems and Welfare Administration	4
PATE-402	- Governance: Theories and Concepts	4
PATE-403	- Development Administration	4
PATE-404	- International Political Economy	4
PATE-405	- Project Management	4

## COURSE OUTLINE FOR M. A. PUBLIC ADMINISTRATION (SEMESTER SYSTEM)

### PUBLIC ADMINISTRATION COURSE OUTLINES

#### PUBLIC ADMINISTRATION DISCIPLINE SPECIFIC CORE COURSES

**Programme:** M.A. Public Administration

**Title of the Course:** Administrative Theory

**Course Code:** PATC-401

**Number of Credits:** 4

**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	This course will introduce students to basic concepts of Public Administration in developed and developing countries. In addition, the course will also cover new areas and developments in the field of Public Administration and theories of organization.	
<b><u>Content:</u></b>	<b>Module 1:</b> Meaning, Nature and Scope of Public Administration; Evolution of the discipline and its present status in developed and developing countries; New Public Administration; New Public Management; Principal-Agent Theory Concept: New Public Service; Critical Theory	15 hours
	<b>Module 2:</b> Organization: Meaning; Types: Formal and Informal Organizations; Hierarchy; Unity of Command; Span of Control; Centralization; Decentralization; The Chief Executive: Types, Functions and Role	15 hours
	<b>Module 3:</b> Line and Staff Agencies; Headquarter and Field Relationships; Concept, Process and Barriers in Communication, Supervision and Coordination	15 hours
	<b>Module 4:</b> Accountability of Administration: Legislative, Executive and Judicial; Citizen and Administration Interface: Concept and Philosophy; Citizen Charter; Administrative Reforms: Concept and Philosophy; Good Governance: Concept, Application and Rationale	15 hours
<b><u>Pedagogy:</u></b>	Lectures, special talks/lectures from experts as well as practitioners will be organized to establish links between theory and practice and develop the student's critical skills.	
<b><u>Recommended Readings</u></b>	<p>Arora, R. K. (Ed.). (1979). Perspectives in Administrative Theory. New Delhi: Associated.</p> <p>Awasthi and Maheshwari (2017). Public Administration. Agra: Lakshmi Narain Agarwal Educational Publishers.</p> <p>Bhambri, C. P. (2010). Public Administration Theory and Practice (21st ed.). Meerut: Educational Publishers.</p> <p>Bhattacharya, M. (2000). Public Administration. Calcutta: World Press.</p> <p>Bhattacharya, Mohit (2016). New Horizons of Public Administration. New Delhi: Jawahar Publishers.</p> <p>Denhardt, Robert B. &amp; Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review. 60(6): 549-559</p>	

	<p>Drucker, P. F. (1999). Management: Tasks, Responsibilities, Practices. Bombay: Allied Publishers.</p> <p>Etzioni, A. (1995). Modern Organizations. New Delhi: Prentice Hall.</p> <p>Fadia, B.L. and Fadia, Kuldeep (2017). Public Administration in India. Agra: SahityaBhawan.</p> <p>Government of India Second Administrative Reforms Commission. (2008). First Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi</p> <p>Henry, N. (2012). Public Administration and Public Affairs (12th ed.). New Jersey: Prentice Hall.</p> <p>Hersey, P., &amp; Blanchard, K. H. (2007). Management of Organisational Behaviour (5th ed.). New Delhi.</p> <p>Nigro, F. A., &amp; Nigro, C. (1989). Modern Public Administration (7th ed.). New York: Lloyd Harper and Row.</p> <p>Osborne, D., &amp; Gaebler, T. (1993). Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York: Addison Wesley.</p> <p>Polinaidu, S. (2014). Public Administration. New Delhi: Galgotia Publications</p> <p>Robinson, Mark (2015). From Old Public Administration to the New Public Service – Implication for Public Sector Reform in Developing Countries. Singapore: UNDP Global Centre for Public Service Excellence</p> <p>Sharma, M.P. and Sadana, B.L. (2010). Public Administration in Theory and Practice. New Delhi: Kitab Mahal.</p>
<b><u>Learning Outcomes</u></b>	Students will develop a conceptual understanding of Administrative Theory

**Programme:** M. A Public Administration  
**Title of the Course:** Public Finance and Financial Administration  
**Course Code:** PATC-402  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objectives:</u></b>	This course will introduce students to concepts in Public Finance as well as structures and processes of Financial Administration in India.	
<b><u>Content:</u></b>	<b>Module 1:</b> Meaning and Significance of Public Finance and Public Financial Administration; Principles of Taxation; Tax Administration Issues and Reforms in India; Resource Mobilization: Tax and Non-Tax Sources, Public Borrowings and Deficit Financing Budget: Concept, Principles	15 hours
	<b>Module 2:</b> Types of Budgets: Line-item Budgeting; Performance Budgeting; Zero-Base Budgeting; Budget as an Instrument of Financial Administration and Public Policy Budget Preparation, Authorization and Execution with special reference to India	15 hours
	<b>Module 3:</b> Union Ministry of Finance: Organization, Functions and Role; Union-State Financial Relations; Finance Commission: Composition, Role and Functions	15 hours
	<b>Module 4:</b> Audit: Concept and types; Comptroller and Auditor General of India Legislative Control over Finances with special reference to Parliamentary Committees; Significance of Monetary and Fiscal Policy	15 hours
<b><u>Pedagogy:</u></b>	Lectures, discussions, seminars and budgeting exercises	
<b><u>Recommended Readings</u></b>	<p>Burkhead, J. (1956). Government Budgeting. New York: Wiley Sons.</p> <p>Chand, P. (2010). Control of Public Expenditure in India (2nd edition). New Delhi: Allied Publishers.</p> <p>Chand, P. (2010). Performance Budgeting (2nd edition). New Delhi: Allied Publishers.</p> <p>Cox, Raymond, Vetter, Daniel E., Stout and R. Gene. (1996). Financial Administration and Control. New Jersey: Wiley.</p> <p>Garner, C. William. (1991). Accounting and Budgeting in Public and Non-profit Organizations: A Manager's Guide. New Jersey: Wiley.</p> <p>Green, Mark T. and Thompson, Fred (1998). Handbook of Public Finance. London: Routledge.</p> <p>Gupta, B. N. (2006). Indian Federal Finance and Budgetary Policy. Allahabad: Chaitanya Publishing House.</p> <p>Hillman, Arye L. (2009). Public Finance and Public Policy: Responsibilities and Limitations of Government 2nd Edition. Cambridge: Cambridge University Press.</p> <p>Indian Administrative Reforms Commission. (1969). Report on: (i) Financial Administration (ii) Finance, Accounts and Audit (iii) Centre-State Relations. New Delhi: Manager of Publications, Government of India.</p> <p>Indian Institute of Public Administration. (1983). Special Number on Administrative Accountability, Vol. XXIX (3). New Delhi.</p> <p>Lall, G. S. (1979). Public Finance and Financial Administration in India. New Delhi: Kapoor.</p>	

	<p>Mahajan, Sanjeev Kumar and AnupamaPuri Mahajan (2014). Financial Administration in India. New Delhi: PHI Learning.</p> <p>Miller, Gerald J. (2011). Government Budgeting and Financial Management in Practice. London: Routledge.</p> <p>Reed, B. J. and Swain, John W. (1996). Public Finance Administration. 2nd Edition. Sage.</p> <p>Shome, Parthasarathi (ed.) (2013). Indian Tax Administration: A Dialogue. New Delhi: Orient Blackswan</p> <p>Singh, Rajiva Ranjan (2016); Challenges Of Indian Tax Administration. Gurugram: Lexis Nexus</p> <p>Sury, M. M. (1990). Government Budgeting in India. New Delhi: Commonwealth Publishers.</p> <p>Thavaraj, M. J. K. (2001). Financial Administration in India (6th ed.). Delhi, Sultan Chand.</p>
<b><u>Learning Outcomes</u></b>	At the end of the course, the student will be able to present reports and develop analytical skill regarding the monetary and fiscal system in India.



**Programme:** M. A. Public Administration  
**Course Code :** PATC-403  
**Title of the Course:** Political Economy of India  
**Number of Credits:** 4  
**Effective from AY:** 2022-23

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	The course intends to introduce students to some of the key issues relating to state and economic development in India from the independence period to the contemporary phase. It looks at both the aggregate and the sectoral spaces in India's public policy and performance with reference to the role of state, market and peoples' movements and concerns.	
<b><u>Content:</u></b>	<b>Module1: Understanding Political Economy:</b> Meaning Scope and Definition of Political Economy, Classical and Contemporary Approaches to Political Economy, New Political Economy	10 hours
	<b>Module 2: State in India:</b> Historical Evolution of State, Planning, Public Sector, State in the Contemporary Sphere.	10 hours
	<b>Module 3: Agriculture:</b> Agrarian Relations and Land Reforms, New Agricultural Strategy and Green Revolution, Agrarian Crisis	10 hours
	<b>Module 4: Industry:</b> Inward Oriented /Import Substituting Industrialization and License-Permit Raj, Industrial Policy Reforms, Economic Liberalization, Impact on Labour.	10 hours
	<b>Module 5: Social Movements in India:</b> Tribals, Women, Dalits, Environment	10 hours
	<b>Module 6: Contemporary Concerns:</b> Conflicts over Water, Food Security, Digital Divide, Banking Crisis	10 hours
<b><u>Pedagogy:</u></b>	Lectures/assignments/self-study	
<b><u>Recommended Readings:</u></b>	Brass, Paul R. (1992), The Politics of India Since Independence, Cambridge University Press, Cambridge. Byres, Terence, J. (Ed) (1994), The State and Development Planning in India, Oxford University Press, Delhi. Caporaso, James A, (1992), Theories of Political Economy, Cambridge University Press. Chatterjee, Partha (1997), A Possible India: Essays in Political Criticism, Oxford University Press, Delhi. Das, Arvind N. (1994), India Invented: A Nation in the Making, Manohar, New Delhi. Frankel, Francine R (2009), India's Political Economy: 1947 – 2004, The Gradual Revolution, Princeton University Press, Princeton. Khilnani, Sunil (1997), The Idea of India, Hanush Hamilton, London. Kohli, Atul (1990), Democracy and Discontent: India's Growing Crisis of Governability, Cambridge University Press, Cambridge.	

	<p>Kohli, Atul (2012), Poverty amid Plenty in India, Cambridge University Press, Cambridge.</p> <p>M, McCartney (2009), India - The Political Economy of Growth, Stagnation and the State, 1951-2007, Routledge.</p> <p>Nayyar, Deepak (1996), Economic Liberalisation in India: Analytics, Experience and Lessons, in R.C. Dutt Lectures on Political Economy, Orient Longman.</p> <p>Panagariya, Aravind (2008), India the Emerging Giant, Oxford University Press.</p> <p>Rudolph, L.I and Susanne Hoeber Rudolph (1987), In Pursuit of Lakshmi: The Political Economy of the Indian State, University of Chicago Press, Chicago.</p> <p>Vanaik, Achin (1990), The Painful Transition: Bourgeois Democracy in India, Verso, London.</p>
<b>Learning Outcomes</b>	<p>Students will be able to understand India's economic evolution since Independence, through the prism of state and market interaction and will be in a position to critically evaluate India's contemporary problems.</p>

**Programme:** M. A. Public Administration  
**Title of the Course:** Indian Administration  
**Course Code:** PATC-404  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	To familiarize students with the Constitutional basis of the Indian Administrative system and critically engage with the Indian Administrative System; Case examples will be used to critically examine the institutions.	
<b><u>Content:</u></b>	<b>Module 1:</b> Philosophy and Features of the Indian Constitution; Union Executive: President, Prime Minister and Council of Ministers; Union Legislature – Lok Sabha and Rajya Sabha: Composition and Functions	15 hours
	<b>Module 2:</b> State Executive: Governor, Chief Minister, Council of Ministers; State Legislature: Legislative Assembly, Legislative Council; Centre-State Relations: Legislative and Administrative	15 hours
	<b>Module 3:</b> Central Secretariat: Structure, Functions and Role; Cabinet Secretariat: Significance, Functions and Role; Prime Minister's Office; Election Commission: Structure, Functions and Role; Electoral Reforms; Judiciary: Supreme Court; High Court; Judicial Review; Judicial Reforms	20 hours
	<b>Module 4:</b> Relationship between Political and Permanent Executive; Generalist and Specialist in Administration Indian Administration: Problems and Challenges	10 hours
<b><u>Pedagogy:</u></b>	Lectures, seminars, case studies and field trips	
<b><u>Recommended Readings</u></b>	<p>Arora, R.K. and Goyal R. (2020). Indian Administration: Institutions and Issues. New Delhi: New Age International.</p> <p>Austin, G. (2009). Indian Constitution. Oxford: Clarendon.</p> <p>Avasthi, A.P. and Avasthi, A. (2017). Indian Administration. Delhi: Laxmi Narain Agarwal Publisher</p> <p>Chakrabarty, B. and Chand, P. (2016), Indian Administration: Evolution and Practice, New Delhi: Sage Publication</p> <p>Fadia, B.L. and Fadia, Kuldeep. (2014). Indian administration. New Delhi: Sahitya Bhavan</p> <p>Fadia, B.L. and Fadia, Kuldeep. (2017). Public Administration in India. Agra: Sahitya Bhavan</p> <p>Kapur, Devesh. Mehta, P.B. and Vaishnav, M. (eds.) (2007). Rethinking Public Institutions in India. New Delhi: Oxford University Press.</p> <p>M. Laxmikant (2014). Governance in India. New Delhi: McGraw Hill Education.</p> <p>Maheshwari (2001). Indian Administration. New Delhi: Orient Black Swan.</p> <p>Sapru, Radhakrishna. (2018). Indian administration: A Foundation of Governance. New Delhi: Sage Publication.</p>	

	<p>Sharma, M.P. and Sadana, B.L. (2010). Public Administration in Theory and Practice. New Delhi: Kitab Mahal.</p> <p>Singh, H. (ed.). (2008). Indian Administration. Jaipur: Aalekh Publishers.</p>
<b><u>Learning Outcomes</u></b>	The students will gain a critical, conceptual and historical understanding of the Indian Administration system. They will also be able to engage with contemporary issues in the working of these Institutions

**Programme:** M. A. Public Administration  
**Title of the Course:** Local Governance in India  
**Course Code:** PATC-405  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	The course will help students develop an understanding of the concept and theories of decentralization and the nature of local institutions both at the urban and rural level, including problems and challenges of urban and rural development. They will be familiarized with the various programmes implemented by local bodies.	
<b><u>Content:</u></b>	<b>Module 1:</b> Meaning and significance of Local Self Government; Historical development and landmarks in the evolution of Local Government; structures of local government in India and Goa.	10 hours
	<b>Module 2: Urban Governance:</b> Urbanisation: Concept, Trends & Challenges; Structure, Function and Role of Urban Local Bodies: Municipal Corporation; Municipal Council/Committee; Nagar Panchayat; Critical Evaluation of 74 <sup>th</sup> Constitutional Amendment Act; Urban Development Programmes: Atal Mission for Rejuvenation and Urban Transformation (AMRUT); Deendayal Antyodaya Yojna – National Urban Livelihoods Mission (DAYNULM); Smart Cities	18 hours
	<b>Module 3: Rural Governance:</b> Rural Development: Perspectives, Policy & Strategies; Structure, Functions and Role of Panchayati Raj Institutions; Critical evaluation of the 73 <sup>rd</sup> Constitutional Amendment Act; Rural Problems and Challenges; Rural Development Programmes: Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA); Deendayal Antyodaya Yojna – National Rural Livelihoods Mission (DAYNRLM) and major flagships programmes	20 hours
	<b>Module 4:</b> Rural-Urban Relationship; Local Government Finances; State Finance Commission; State Control over Local Bodies; Administrative Reforms in Local Governance; Decentralised Planning, District Planning Committees; Committees of urban and rural local bodies	12 hours
<b><u>Pedagogy:</u></b>	Lectures, discussions, presentations and field visits to understand the working of urban and rural local bodies.	
<b><u>Recommended Readings</u></b>	Ahluwalia, Isher Judge. (2017). Urbanisation in India. New Delhi: Sage. Arora, R. K. & Goyal, R. (1996). Indian Public Administration. New Delhi: Vishwa Prakashan. Aziz, A. (1996). Decentralised Governance in Asian Countries. Ed. New Delhi: Sage. Bhadouria, B. D. S. & Dubey, V. P. (1989). Panchayati Raj and Rural Development. New Delhi: Commonwealth Publishers. Bhattacharya, Mohit. (1976). Management of Urban Government in India.	

	<p>New Delhi: Uppal.</p> <p>Burns, D. et. Al. (1994). The Politics of Decentralisation: Revitalising Local Democracy. London: Macmillan.</p> <p>Cheema, G. S. &amp; Ponoinelli D. (1983). Decentralisation and Development Policy Implementation in Developing Countries. Ed. London: Sage.</p> <p>Hochgesang, T. W. (1994). Rural Local Self-Government in India. Hyderabad: NIRD.</p> <p>Khanna, B. S. (1992). Rural Development in South Asia. 4 Volumes. New Delhi: Deep and Deep.</p> <p>Maheshwari, S. R. (2003). Local Government in India. Agra: Lakshmi Narain Aggarwal.</p> <p>Mathew, G. (1994). Panchayati Raj in India: From Legislation to Movement. New Delhi: ISS.</p> <p>Mathur, S. N. (1997). Nyaya Panchayats as Instruments of Justice. New Delhi: ISS.</p> <p>---- (1986). Panchayati Raj Bureaucracy and Rural Development. New Delhi: IIPA.</p> <p>---- (1996). New Panchayati Raj in Action. New Delhi: Mittal Publication.</p> <p>Oakley, P et. Al. (1984). Approaches to Participation in Rural Development. Geneva: I.L.O.</p> <p>Oakley, P. (1991). Projects with People: The Practice of Participation in Rural Development. Geneva: I.L.O.</p> <p>Oommen, M. A. &amp; Datta, A. (1995). Panchayats and their Finance. New Delhi: ISS.</p> <p>Oommen, M. A. (1995). Devolution of Resources from the State to the Panchayati Institutions. New Delhi: ISS.</p> <p>Sachdeva, Pradep. (2011). Local Government in India. Delhi: Pearson</p> <p>Sivaramakrishanan, K. C. (1993). Ed. Urbanisation in India: Basic Services and People's Participation. New Delhi: ISS.</p> <p>Chaturvedi, T. N &amp; Datta, Abhijit. (1984). Local Government. New Delhi: IIPA.</p>
<b><u>Learning outcomes:</u></b>	The students will be acquainted with the local government structures at the urban and rural level. They will be able to analyze the role of these institutions in development of the state.

**Programme:** M. A. Public Administration  
**Title of the Course:** Administrative Thought  
**Course Code:** PATC-406  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	This course will introduce students to theories of various classical, neo-classical and modern thinkers in the area of administration and organization.	
<b><u>Content:</u></b>	<b>Module 1:</b> Classical Approach: Kautilya (Principles and elements of public administration; Saptanga Theory of State; Recruitment and Training); Principles of Management: Woodrow Wilson, Henri Fayol, Luther Gulick and L.B. Urwick ; Scientific Management: Frederick Winslow Taylor; Bureaucratic Theory: Max Weber, Karl Marx	20 hours
	<b>Module 2:</b> Human Relations and Behavioural Approach: Elton Mayo (Hawthorne Experiments); Mary Parker Follett (Conflict and Leadership); Chester I. Barnard (Functions of Executive); Herbert Simon (Decision making)	15 hours
	<b>Module 3:</b> Chris Argyris (Immaturity-Maturity Theory); Rensis Likert (Systems Management); Motivation: Abraham Maslow (Needs Hierarchy), Frederick Herzberg (Motivation – Hygiene), Douglas McGregor (Theory X and Theory Y); Dwight Waldo (Administrative State)	15 hours
	<b>Module 4:</b> Fred W. Riggs (Ecological Approach); Peter Drucker (Modern Management); Vincent Ostrom (Public Choice Theory); Yehezkel Dror (Normative-Optimum Model)	10 hours
<b><u>Pedagogy:</u></b>	Lectures, assignment writing and presentations.	
<b><u>Recommended Readings</u></b>	<p>Basu, Rumki. (2019). Public Administration: Concepts and Theories. New Delhi: Sterling Publications.</p> <p>Dong, L. (2015). Public Administration Theories. New York: Palgrave Macmillan.</p> <p>Goel S.L. (2008). Administrative and Management Thinkers. New Delhi: deep and Deep Publications.</p> <p>Hooja R. And Arora, R. (2007). Administrative Theories: Approaches, Concepts and Thinkers in Public Administration. New Delhi: Rawat Publication.</p> <p>Mahajan, A. (2020). Administrative Thinkers. New Delhi: Sage Publications.</p> <p>Maheshwari, S.R. (2003). Administrative Thinkers (2<sup>nd</sup> Edition). Delhi: Macmillan India Limited.</p> <p>Mitra, Subrata K. (2017). Kautilya's Arthashastra. New Delhi: Rupa Publications.</p> <p>Naidu S.P. (2005). Public Administration: Concept and Theories. New Delhi: New Age International</p>	

	<p>Ostrom, Vincent. And Allen, Barbara. (2007). The Intellectual Crisis in American Public Administration. Alabama: The University of Alabama Press.</p> <p>Petrick, O. (2014). King, Governance and Law in Ancient India: Kautilya's Arthashastra. New Delhi: Oxford University Press.</p> <p>Prasad, D., Prasad, V.S., Satyanaraya, P. and Pardhasaradhi, S. (ed.) (2011). Administrative Thinkers. New Delhi: Sterling</p> <p>Pugh, Derek S. (ed.) (1990). Organization Theory: Selected Readings. (Third Edition). London: Penguin Business.</p> <p>Riggs, Fred Warren. (1962). Ecology of Public Administration. USA: Asia Publishing House.</p> <p>Riggs, Fred Warren. (1964). Administration in Developing Countries: The Theory of Prismatic Society. Boston: Houghton Mifflin.</p> <p>Sahni, P. and Vayunandan, E. (2010). Administrative Theory. New Delhi: PHI Learning.</p> <p>Sapru, R.K. (2006). Administrative Theories and Management Thought. New Delhi: PHI.</p> <p>Waldo, D. (1948). The Administrative State. New York: The Ronald Press Company</p>
<b><u>Learning Outcomes</u></b>	At the end of the course students will have developed a deep understanding of the historical evolution of administrative thought, various conceptualizations and their application.



**Programme:** M. A. Public Administration  
**Title of the Course:** Public Personnel Administration  
**Course Code:** PATC-407  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	Students will be introduced to concepts of Public Personnel Administration, career systems and personnel classification in India, various aspects of Human Resource Development, civil services, rules of service, code of conduct and ethics, disciplinary action and negotiation machinery	
<b><u>Content:</u></b>	<b>Module 1:</b> Meaning and Significance of Public Personnel Administration; Role of Public Services; Career Systems – Concept and Types; Rank and Position Classification – Concept and Bases	10 hours
	<b>Module 2:</b> Concepts and Significance: Government structures; Human Resource Development; cadres; Manpower Planning, Recruitment, Training, Promotion and Performance Appraisal.	20 hours
	<b>Module 3:</b> Constitutional Provisions regarding Civil Services in India; Pay Commissions in India; Union Public Service Commission (UPSC): Role and Functions; Capacity Building Commission – role and functions; emerging trends in Civil Service	15 hours
	<b>Module 4:</b> Code of Conduct; Disciplinary Action; Employer-Employee Relations: Staff Associations and Unions; Administrative Tribunals; Ombudsman; Joint Consultative and Negotiation Machinery	15 hours
<b><u>Pedagogy:</u></b>	Presentations, interaction with experts, case studies, departmental visits and discussions	
<b><u>Recommended Readings:</u></b>	Bhayana, S. S. and Singh S. (2016). Public Personnel and Financial Administration (4th ed.). Jalandhar: New Academics. Davar, Rustom S. (2008). Personnel Management and Industrial Relations in India (2nd ed.). New Delhi: Vikas Publishing House. Flippo, E. (2008). Principles of Personnel Management (4th ed.). Kogakusha: McGraw Hill. Goel, S. L. and Rajneesh, S. (2002). Public Personnel Administration. New Delhi: Sterling. Government of India, 2nd Administrative Reforms Commission. (2010). 10th Report: Refurbishing of Personnel Administration - Scaling New Heights. New Delhi: Manager of Publications. <a href="https://darpg.gov.in/sites/default/files/personnel_administration10.pdf">https://darpg.gov.in/sites/default/files/personnel_administration10.pdf</a> Government of India. (1988). Report of the Commission on Centre-State Relations. Nasik: General Manager. Koontz, H and O'Donnell, Cyril. (2008). Principles of Management (5th ed.). Tokyo: McGraw Hill.	

	<p>Pigors, P. and Myers, C.A. (1969). Personnel Administration: A Point of View and a Method (6thed). Kogakusha: McGraw Hill.</p> <p>Rouse, John E. (2008). Public Administration in American Society. Michigan: Gale Research.</p> <p>Saxena, A.P. (2010). Training and Development in Government. New Delhi.</p> <p>Stahl, O. Glenn. (1971). Public Personnel Administration (6th ed.). New Delhi: Oxford and IBH Publishing.</p> <p>United Nations. (2008). New Approaches to Personnel Policy for Development. New York.</p>
<b><u>Learning Outcomes:</u></b>	Students will be able to understand the structure of the civil services, issues related to Human Resource in Government, develop analytical skills.

**Programme:** M. A. Public Administration  
**Title of the Course:** Public Policy  
**Course Code:** PATC-408  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	This course comprehensively introduces the concept and significance of public policy, the history of policy sciences and the public policy process. The student will develop a critical understanding of the policy process as well as the capacity to undertake policy analysis in substantive areas of public policy	
<b><u>Content:</u></b>	<b>Module 1:</b> Public Policy: Concept, Significance and Scope; Evolution of Policy Sciences; Policy Transfer: Concept, Rationale, Types (Copying, Adaptation, Hybridization and Synthesis). Policy Analysis: Concept and Significance. Public Policy Approaches and Models with special reference to the Incrementalist and Rationalist Paradigms	15 hours
	<b>Module 2:</b> Public Policy Making Process: Role of Legislature, Executive, Judiciary, Planning Machinery at the Central and State levels in Policy Making. Role of other Stakeholders in Policy-making: Political Parties, Interest Groups, Mass-media, Civil Society and International Agencies.	15 hours
	<b>Module 3:</b> Public Policy Implementation, Monitoring and Control: Approaches to Policy Implementation. Role of Executive (with special reference to Bureaucracy), Legislature, Judiciary, Non-Governmental Organisations, Pressure Groups. Issues in Policy Implementation	15 hours
	<b>Module 4:</b> Policy Evaluation: Approaches to Policy Evaluation. Policy Impact Criteria for Evaluation. Role of Staff, CAG, Parliamentary and Departmental Committees in Evaluation. Issues in Policy Evaluation	15 hours
<b><u>Pedagogy:</u></b>	Lectures, case studies, policy analysis exercises, seminars and presentations	
<b><u>Recommended Readings</u></b>	<p>Anderson, J E. (2005). Public Policy Making (6th ed.). New York: Houghton Mifflin Co.</p> <p>Ayyar, Vaidyanathan R V. (2009). Public Policy Making in India. New Delhi: Pearson.</p> <p>Basu, D.D. (2011). Constitution of India (20th ed.). New Delhi: Prentice Hall of India.</p> <p>Chakraborty, Bidyut &amp; Chand, Parkash (2016). Public Policy: Concept, Theory and Practice. New Delhi: Sage</p> <p>Chakraborti, Rajesh (2017). Public Policy in India. New Delhi: Oxford University Press</p> <p>Dolowitz, D.P. &amp; Marsh, D. (2000). Learning from Abroad: The Role of Policy Transfer in Contemporary Policy-Making. Governance: An International Journal of Policy and Administration, 13(1), 5-24</p> <p>Dubhashi, P.R. (1986). Policy and Performance. New Delhi: Sage</p>	

	<p>Publications.</p> <p>Dye, T. (2002). Understanding Public Policy. New Delhi: Pearson Education Singapore (Pte) Ltd.</p> <p>Farzmand, Ali. (ed.) (2018). Global Encyclopaedia of Public Administration, Public Policy and Governance. Berlin: Springer</p> <p>Gerston, Larry N. (2010); Public Policy Making: Process and Principles. (3rd Edition); U.K.: Routledge</p> <p>Henry, N. (2009). Public Administration and Public Affairs (11th ed.). New Jersey: Prentice Hall.</p> <p>Hill, Michael &amp; Frédéric Varone. (2016). The Public Policy Process. London: Routledge.</p> <p>Hillman, Arye L. (2009); Public Finance and Public Policy: Responsibilities and Limitations of Government 2nd Edition; U.K.: Cambridge University Press</p> <p>Madan, K.D. (1982). Policy Making in Government. New Delhi: Publications Division, Government of India.</p> <p>Mathur, K. (1996). Development Policy and Administration. New Delhi: Sage.</p> <p>Munger, M.C. (2000). Analysing Policy: Choices, Conflicts and Practices. New York: W.W. Norton &amp; Company.</p> <p>Nagel, S.S. (1991). Public Policy: Goals, Means and Methods. New York: St. Martin Press.</p> <p>Nedley, A. (2004). Policy Transfer and the Developing Country Experience Gap: Taking a Southern Perspective. In Mark Evans (Ed.), Policy Transfer in Global Perspective. (pp. 165-187). New York: Routledge.</p> <p>Page, E.C. (January 2000). Future Governance and the Literature on Policy Transfer Lesson Drawing. Prepared for the ESRC Future Governance Programme Workshop on Policy Transfer. London: Britannia House. Retrieved from: <a href="http://personal.lse.ac.uk/Pagee/Papers/EdPagePaper1.pdf">http://personal.lse.ac.uk/Pagee/Papers/EdPagePaper1.pdf</a></p> <p>Sapru, R.K. (2011). Public Policy: Art and Craft of Policy Analysis (2nd ed.). New Delhi: Prentice Hall of India learning.</p> <p>Stone, D. (2000). Learning Lessons, Policy Transfer and the International Diffusion of Policy Ideas. <a href="http://poli.haifa.ac.il/~levi/res/stone-2000.pdf">http:// poli.haifa.ac.il/~levi/res/stone-2000.pdf</a></p> <p>Rabin J., Hildreth, W. &amp; Miller, G. (2007). Handbook of Public Administration (3rd ed.). Florida: Taylor &amp; Francis Group.</p> <p>Rose, R. (1993). Lesson-Drawing in Public Policy: A Guide to Learning Across Time and Space. New Jersey: Chatham House.</p>
<b><u>Learning Outcomes</u></b>	<p>At the end of the course the student will understand the evolution of policy sciences, the significance and different stages of the public policy process in terms of the theoretical formulations as well as the working of this process with special reference to India.</p>

## **PUBLIC ADMINISTRATION DISCIPLINE SPECIFIC ELECTIVE COURSES**

**Programme:** M. A. Public Administration

**Title of the Course:** Gender, Development and The State

**Course Code:** WSTC-405

**Number of Credits:** 4

**Effective from Academic Year:** 2022 – 2023

<b><u>Course prerequisite</u></b>	Registration in the MA Women's Studies Programme	
<b><u>Objectives</u></b>	This course will introduce students to development concepts and debates and the perspective of engendering development. Students will be introduced to the politics of development in India, gender analysis frameworks, (gender blind, gender neutral and gender redistributive policies), gender mainstreaming and gender budgeting. This course will also introduce the students to a critical understanding of gender issues in Goa in particular as well as the response of the state and women's organisations to these issues. The course will also aim to develop in the students the capacity to identify linkages between social issues, needs, policies and programmes. Case studies of tourism and mining and other local development projects in Goa will be analysed.	
<b><u>Content:</u></b>	<b>Module 1:</b> The 4 <sup>th</sup> World Conference on Women held in Beijing, China in 1995, Platform for Action and the emergence of the empowerment approach to women's development- Women in/and Development (WID and WAD), Gender and Development (GAD), Structural Adjustment Programme, Women Empowerment: Meaning, concepts and objectives of women empowerment. Theories of Development. Globalization and Women in India. National Policy for Women.	15 hours
	<b>Module 2:</b> Women and land rights, feminization of labour: formal and informal labour, issues of livelihood and gender, feminization of poverty, female headed household. MDGs, Gender and Sustainable Development Goals, and its critique.	15 hours
	<b>Module 3:</b> Gender analysis frameworks, gender mainstreaming and gender budgeting. Analyzing policy and programme: Gender blind, gender neutral and gender redistributive policies. Development Policy in India: Five year plans, NITI Aayog, National Commission for Women, Ministry of Women and Child Development, Mahila Shakti Kendra, State Policies and Programmes for Women. Women and micro finance policies, Self Help Groups - a critique	15 hours
	<b>Module 4: Analyzing Goa's budget,</b> Gender and Development Policy in Goa: Analyzing Tourism policy, Mining, Construction, casinos, alcohol, SEZ, Regional Plan, Nylon 66, Mopa Airport, etc.	15 hours
<b><u>Pedagogy:</u></b>	lectures/assignments/self-study/ group reading and discussions/ audio-visuals.	
<b><u>Recommended Readings:</u></b>	<p>Afshar Haleh.1991.Women, Development and Survival in the Third World. London: Longman.</p> <p>Agarwal Bina et.al. 2007.Capabilities, Freedom &amp; Equality: Amartya Sen's work from a Gender Perspective. Oxford University Press.</p> <p>Alvares Claude. 2002. Fish curry and rice: A sourcebook on Goa, its ecology and life-style. Goa: The Goa Foundation.</p>	

	<p>Baviskar Amita.2004. In the Belly of the River: Tribal Conflicts over Development in the Narmada River. Oxford University Press.</p> <p>Boserup Ester. 2007(Reprint). Women's Role in Economic Development. USA: Earthscan.</p> <p>Das Bhaswati. 2009. Gender Issues in Development. Jaipur: Rawat Publications.</p> <p>Department of Women's Studies, Goa University.2018. Course pack on Development</p> <p>Eswaran Mukesh.2014. Why Gender Matters in Economics. Princeton University Press.</p> <p>Golombok Susan. 1994. Gender Development. Cambridge: Cambridge University Press.</p> <p>Gupta Amit. 1986.Women and Society: The Developmental Perspective. New Delhi: Criterion Publications.</p> <p>Heptulla Najma. 1992. Reforms for Women: Future Options. New Delhi: Oxford &amp; IBH.</p> <p>Kalpagam U. 2011.Gender and Development in India. Jaipur: Rawat Publications.</p> <p>Kapadia Karin. 2003. The Violence of Development. New Delhi: Zubaan.</p> <p>Kelkar, Govind. 2005. Development Effectiveness through Gender Mainstreaming. EPW Vol XLno.44-45.</p> <p>Krishna Sumi. 2003. Livelihood and Gender: Equity in Community Resource Management. New Delhi: Sage.</p> <p>Phadke Shilpa et.al. 2011. Why Loiter? Women and Risk on Mumbai Streets. New Delhi: Penguin.</p> <p>Rai Shirin. 2008.The Gender Politics of Development. New Delhi: Zubaan.</p> <p>Samyukta A Journal of Women's Studies 2005, Vol 5(1)</p> <p>Singh Navsharan and Maitrayee Mukhopadhyay. 2007. Gender Justice, Citizenship Development. Zubaan.</p> <p>Tsikata Dzodzi and Pamela Golah. 2010. Land Tenure, Gender, and Globalisation. New Delhi Zubaan and IDRC.</p> <p>UNDP 2016. How to Conduct a Gender Analysis.</p> <p>Vishvanathan, Nalini et al (eds.)1998.The Women, Gender and Development Reader. London: Zed Books.</p> <p>World Bank. 2002. Engendering Development. Oxford: Oxford University Press.</p>
<b><u>Learning Outcomes</u></b>	<ol style="list-style-type: none"> <li>1. Students will develop a critical perspective on development, understand Policy making and its impacts for women.</li> <li>2. Students will understand the politics of development issues in Goa and will develop skills to conduct gender analyses of policy and programme.</li> </ol>

**Programme:** M. A. Public Administration  
**Title of the Course:** Social Systems and Welfare Administration  
**Course Code:** PATE-401  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objectives:</u></b>	This course is designed to help the student understand the multidisciplinary nature of the subject of Public Administration and the relationship between Sociology and Public Administration. The students will be introduced to the basic concepts of social structure, social change in contemporary Indian Society and social tensions and their relevance in the field of Public Administration.	
<b><u>Content:</u></b>	<b>Module 1:</b> Relevance of Sociology to Public Administration. Concept and Elements of Social Structure: Groups; Status and Role; Norms and Values. Social Stratification: Caste; Class - Difference and Convergence. Welfare State: Concept & Philosophy	15 hours
	<b>Module 2:</b> Social Change: Concept; Sources; Resistance. Social Change in Contemporary Indian Society. Social Tensions and Resolutions – Communalism; Regionalism; Violent Class Struggle	15 hours
	<b>Module 3:</b> Social Policy and Legislation in India: An Overview with special focus on SDGs. Reservation for SC, ST and OBC: Critical Analysis of Policy and Administration. Protection of Women from Domestic Violence Act, 2005. The Juvenile Justice (Care and Protection of Children) Act, 2013	15 hours
	<b>Module 4:</b> Structures for Implementation of Social Policy: Union Ministry of Social Justice and Empowerment; State Social Welfare Department; Central Social Welfare Board; State Social Welfare Board. Major programmes implemented	15 hours
<b><u>Pedagogy:</u></b>	Lectures, presentations and documentaries (audio-visual aids), case studies and special lectures by experts.	
<b><u>Recommended Readings:</u></b>	Bulsara, J.F. & Verma (2006). Perspective in Social Welfare in India. New Delhi: S. Chand & Co. Chowdhary, D.P. (1976). Social Welfare Administration. Delhi: Atma Ram and Sons. Dreze, Jean. (2017). Social Policy. Hyderabad: Orient Blackswan Encyclopedia of Social Change. Vol. 5. (n.d.). New Delhi: Anmol Publishers. Dube, S.C. (2009). Modernization and Development: The Search for Alternative Paradigms. 2nd ed. New Delhi: Sage Publishers. Friedlander, W. & Apte, R. (2006). Introduction to Social Welfare. 5th Ed. New Delhi: Prentice Hall. Gangrade, K.D. (1978). Social Legislation in India. Delhi: Concept Publishing House.	

	<p>Kuppuswamy, B. (2006). Social Change in India. Delhi: Konark Publisher Pvt. Ltd.</p> <p>Madan, G.R. (2006). Indian Social Problems. Vol. II: Social Work. New Delhi: Allied Publishers Ltd.</p> <p>Mendelbaum, David G. (1972). Society in India. Bombay: Popular Prakashan.</p> <p>Ministry of Information and Broadcasting (1987). Encyclopedia of Social Welfare in India. Vol. IV. New Delhi: GoI Publications Division.</p> <p>Ministry of Social Justice &amp; Empowerment Govt. of India, Recent Annual Reports Planning Commission (2007-12). Eleventh Five Year Plan. New Delhi: Government of India.</p> <p>Moore, W.E. (1965). Social Change. New York: Prentice Hall.</p> <p>Pandey, Tejaskar and Pandey, Baleshwar (2019). SamajKalyanPrashasan. Jaipur: Rawat.</p> <p>Relevant Acts of Parliament and Reports of Commission, Committees &amp; Study Teams. Research, Reference and Training Division (2010). A Reference Manual. New Delhi: GOI Publications Division.</p> <p>Robson, W. A. (1976). Welfare State and Welfare Society: Illusion and Reality. 2nd ed. London: Allen and Unwin.</p> <p>Roy, K. (2000). Women and Child Development. New Delhi: Commonwealth Publishers.</p> <p>Sachdeva, D.R. (2009). Social Welfare Administration. Allahabad: Kitab Mahal.</p> <p>Sankhdher, M.M. (1995). Welfare State. New Delhi: Deep &amp; Deep.</p> <p>Sharma, G. D., (2016). Indian Social System. Delhi: Wisdom Press.</p> <p>Singh, Y. (1986). Indian Sociology: Social Conditioning and Emerging Concerns. New Delhi: Vistaar Publications. United Nations. <a href="https://sustainabledevelopment.un.org/?menu=1300">https://sustainabledevelopment.un.org/?menu=1300</a></p> <p>Smelser, Neil J. (1970). Introduction to Sociology. New York: Wiley.</p>
<b><u>Learning Outcomes</u></b>	Students will understand Indian Society and link this with social policy and administration. They will develop presentation, public speaking and analytical skills.



**Programme:** M. A. Public Administration  
**Title of the Course:** Governance: Theories and Concepts  
**Course Code:** PATE-402  
**Number of Credits:** 2  
**Effective from AY:** 2022-23

<b><u>Prerequisites for the course:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objectives:</u></b>	The course intends to introduce students to the basic concepts, theories and recent developments in the subject with an intention to enhance their understanding and ability to analyse conceptual and theoretical questions related to governance.	
<b><u>Content:</u></b>	<b>Module 1:</b> Governance: meaning and evolution of the concept; Theories – Public Choice, Discourse, Institutional, Meta-governance; Information and Governing	10 hours
	<b>Module 2:</b> Practices of Governance: Governing without Government, Governance and institutional flexibility, Governance and administrative reforms, Public Management, Non-governmental organisations, Global Governance	10 hours
	<b>Module 3:</b> Dilemmas of Governance: Legitimacy, Collaborative Governance, Capacity Building, Network Management, Social Inclusion	10 hours
<b><u>Pedagogy:</u></b>	Lectures, special talks/ lectures from experts as well as practitioners will be organized to establish links between theory and practice and develop the students critical skills	
<b><u>Recommended Readings:</u></b>	<p>Ansell, Christopher and Torfing, Jacob. (ed.) (2022), Handbook on Theories of Governance, UK: Edward Elgar Publishing Limited</p> <p>Bevir, Mark. (2009), Key Concepts in Governance, London: Sage</p> <p>Bevir, Mark. (ed.) (2011), The Sage Handbook of Governance, London: Sage</p> <p>Chakrabarty &amp; Bhattacharya (2008), The Governance Discourse: A Reader, OUP, New Delhi</p> <p>Chhotray, Vasudha and Stoker, Gerry. Governance Theory and Practice: A Cross-Disciplinary Approach, New York: Springer</p> <p>Hyden G. (2005), Making Sense of Governance, Vikas Books, New Delhi</p> <p>Kjaer, A.M. (2004), Governance, New Jersey: Wiley</p> <p>Levi-Faur, David. (2012), The Oxford Handbook of Governance, New York: Oxford University Press.</p> <p>Peters G. (2006), Handbook of Public Administration, Sage Publication</p>	
<b><u>Learning Outcomes</u></b>	<ol style="list-style-type: none"> <li>1. To enhance the ability of students to understand the theoretical base of governance.</li> <li>2. To make students understand and critically analyse the conceptual and theoretical issues related to governance</li> </ol>	

**Programme:** M. A. Public Administration  
**Title of the Course:** Development Administration  
**Course Code:** PATE-403  
**Number of Credits:** 2  
**Effective from AY:** 2022-23

<b><u>Prerequisites for the course:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	The course will equip students with knowledge and understanding of the concept the development and its evolution through various stages and the interplay between various concepts related to development administration.	
<b><u>Content:</u></b>	<p><b>Module 1:</b> Development Administration: Meaning, Nature and Stages; Features of Development, Development Theory, Models of Development Administration (Weidner and Riggs)</p> <p><b>Model II:</b> Good Governance and Development, Bureaucracy and Development, Environment and Development, Organization Development and Development Administration, Public Management, Public Private Partnership</p> <p><b>Module III:</b> Human Development, Human Development Index, Sustainable Development, Sustainable Development Goals, Participatory Development, Development and Opportunities</p>	<p>8 hours</p> <p>12 hours</p> <p>10 hours</p>
<b><u>Pedagogy:</u></b>	Lectures, expert talks, Group tasks, assignments, presentations	
<b><u>References/Readings</u></b>	<p>Bhattacharya, M. (2006), Social Theory, Development Administration and Development Ethics, New Delhi: Jawahar Publisher</p> <p>Dwivedi O.P. (1994), Development Administration, London: Palgrave Macmillan</p> <p>Hooja R. And Arora, R. (2007), Administrative Theories: Approaches, Concepts and Thinkers in Public Administration, New Delhi: Rawat Publication</p> <p>Mahajan A. P. (2019), Development Administration in India, New Delhi: Sage Publication</p> <p>Mathur, Kuldeep (1996), Development Policy and Administration, Sage Publications</p> <p>Mitra, Subrata (2006), The Puzzle of India's Governance, Routledge</p> <p>Naidu S.P. (2005), Public Administration: Concept and Theories, New Delhi: New Age International</p> <p>Palekar, S.A. (2012), Development Administration, New Delhi: PHI Learning</p> <p>Rathod, R. (2004), Elements of Development Administration, ABD Publisher</p>	

	<p>Sahni, P. and Vayunandan, E. (2010), Administrative Theory, New Delhi: PHI Learning</p> <p>Sapru R.K. (2015), Development Administration, Sterling Publisher</p> <p>Sen, Amartya (1999), Development as Freedom, New Delhi: Oxford University Press</p> <p>Sen &amp; Dereze (1999), The Amartya Sen and Jean Dreze Omnibus, New Delhi: Oxford University Press.</p> <p>Singh, Shivani (ed.,) (2016), Governance: Issues &amp; Challenges, Sage Publication</p>
<b><u>Learning Outcomes</u></b>	The students will be equipped to apply their understanding of the idea of development and development administration to the practical issues and problems/challenges related to development administration

**Programme:** MA Public Administration  
**Course Code :** PATE-404  
**Title of the Course:** International Political Economy  
**Number of Credits:** 4  
**Effective from AY:** 2022-23

<b><u>Course prerequisite:</u></b>	Open to all students who have a B.A. in social sciences or related disciplines. A basic understanding of the major international economic issues is expected.	
<b><u>Objectives:</u></b>	The course seeks to familiarize the students with the evolution, concepts and issues pertaining to International Political Economy, as a very dynamic field of enquiry within international relations. It helps the students to locate intersections between global power politics and economic interdependencies that shape not just bilateral, but regional and multilateral global relations, with an appropriate mix of theories and case studies. This would also deepen the understanding of issues of International Administration and Comparative Public Administration.	
<b><u>Content:</u></b>	<p><b>Module 1: International Political Economy:</b> Definition and Theories (Liberalism, Realism, Marxism and their contemporary contexts), Critical IPE, Feminist IPE; Evolution and Schools of IPE</p> <p>10 hours</p> <p><b>Module 2: Multilateral Economic Institutions and Problems:</b> World Trade Organization (WTO); IMF and World Bank, Structures, Evolution and Problems.</p> <p>10 hours</p> <p><b>Module 3: Political Economy of Regionalism:</b> Theorizing Regionalism and its variants, European Union, ASEAN, NAFTA, RCEP, BRICS, Regionalism versus Globalism</p> <p>10 hours</p> <p><b>Module 4: Non-State Actors in International Political Economy:</b> Transnational Corporations (TNCs); Non-Governmental Organizations (NGOs)—National and International; Protest Movements.</p> <p>10 hours</p> <p><b>Module 5: Transnational Issues:</b> Migration, Climate Change; Human Rights, Poverty, Food Security, Energy Security.</p> <p>10 hours</p> <p><b>Module 6: Contemporary Debates in IPE:</b> Globalization and its discontents, Global Financial Crisis, Digital Technology and impact on IPE (Virtual Communities, Artificial Intelligence, Crypto-currencies)</p>	
<b><u>Pedagogy:</u></b>	Lectures/ Tutorials/Assignments/Self- Study /Discussions/Audio-Visuals	

<p><b><u>Recommended Reading:</u></b></p>	<p>Adams, N.B. (1993), <i>Worlds Apart: The North-South Divide and the International System</i>, London: Zed.</p> <p>Baldwin, D. ed. (1993), <i>Neorealism and Neoliberalism: The Contemporary Debate</i>, New York: Columbia University Press.</p> <p>Barker, D. and J. Mander (1996), <i>Invisible Government: The World Trade Organisation: Global Government for the Millennium</i>, San Francisco, CA: International Forum on Globalisation.</p> <p>Borzel, T. Lukas Goltermann and Kei Striebinger (2016), <i>Roads to Regionalism: Genesis, Design, and Effects of Regional Organizations</i>, London: Routledge.</p> <p>Boyer, R and D. Drache Eds. (1996), <i>States Against Markets: The Limits of Globalisation</i>, New York: Routledge.</p> <p>Cavahagh. J et al. Eds. (1994), <i>Beyond Bretton Woods: Alternatives to the Global Economic Order</i>, London: Pluto Press.</p> <p>Cox, R.W. Ed. (1997), <i>The New Realism: Perspectives on Multilateralism and World Order</i>, New York: St.Martins.</p> <p>Frieden, J, David Lake and J. Lawrence Broz, (2017), <i>International Political Economy: Perspectives on Global Power and Wealth</i>, New York: W.W. Norton &amp; Co.</p> <p>Halperin, Sandra (2013) <i>Re-envisioning Global Development: A Horizontal Perspective</i>, London: Routledge.</p> <p>Li Xing, Li (2014), <i>The BRICS and Beyond: The International Political Economy of the Emergence of a New World Order</i>, London: Routledge.</p> <p>Mitchell Seligson, John T and Passe Smith eds., (2013), <i>Development and Underdevelopment: The Political Economy of Global Inequality</i>, Boulder: Lynne Rienner Publishers.</p> <p>Pettman, Ralph (2012), <i>Handbook on International Political Economy</i>, Singapore: World Scientific Publishing Co.</p> <p>Ravenhill, John (2011), <i>Global Political Economy</i>, Oxford: Oxford University Press.</p> <p>Shaw, Timothy and Emmanuel Fanta Eds. (2013), <i>Comparative Regionalisms for Development in the 21st Century: Insights from the Global South</i>, London: Routledge.</p> <p>Thorsten Olesen, Helge Pharo and Kristian Paaskesen (2013), <i>Saints and Sinners: Official Development Aid and its Dynamics in Historical and Comparative Perspective</i>, Bergen, Norway: Fagbokforlaget Publishers.</p> <p>Veltmeyer, Henry, (2016), <i>New Perspectives on Globalization and Anti-globalization: Prospects for a New World Order?</i>, London: Routledge.</p>
<p><b><u>Learning Outcomes</u></b></p>	<p>The students should be able to understand the inter-linkages between international relations and international economics with appropriate use of theory and basic empirical data.</p>

**Programme:** M. A. Public Administration  
**Title of the Course:** Project Management  
**Course Code:** PATE-405  
**Number of Credits:** 4  
**Effective from Academic Year:** 2022-2023

<b><u>Course prerequisite:</u></b>	Registration in the MA Public Administration Programme	
<b><u>Objective:</u></b>	To impart a deep understanding of all the stages of project management and the techniques required for project management	
<b><u>Content:</u></b>	<b>Module 1:</b> Project Management: Organisation, Planning including Prerequisites for Successful Project Implementation and Control. Project Planning: Resource Allocation Framework; Generation and Screening of Project Ideas	15 hours
	<b>Module 2:</b> Project Analysis: Market and Demand Analysis; Technical Analysis; Financial Analysis. Project Selection I: Project Appraisal Criteria – Project Cash Flow; Time Value of Money; Cost of Capital	15 hours
	<b>Module 3:</b> Project Selection II: Project Risk Analysis; Social cost benefit analysis: Rationale and approaches. Shadow Pricing applications in India	15 hours
	<b>Module 4:</b> Project Implementation: Project Management Techniques: Network Analysis (PERT/CPM), Project Monitoring and Review: Integrated Cost Planning and Budgeting; Monitoring and Reporting Systems and Evaluation	15 hours
<b><u>Pedagogy:</u></b>	Lectures and practical exercises	
<b><u>Recommended Readings</u></b>	Burke, Rory (2004). Project Management: Planning and Control Techniques. Singapore: John Wiley & Sons Asia (Pvt Ltd.). Choudhry, Sadan (1988). Project Scheduling and Monitoring in Practice. Delhi: South Asian Publishers. Clifton, David S. and Fyfe, David E. (1977). Project Feasibility Analysis. New York: John Wiley. Harrison, F.L. (1992). Advance Project Management (2nd ed.). London: Gower. Little, I.M.D. and Mirlees, J.A. (1976). Project Appraisal and Planning for Development Countries. London: Heinemann Educational Books. Lock, Dennis (2007). Project Management. England: Gower. Planning Commission (1975). Guidelines for Preparation of Feasibility Reports of Industrial Projects. Delhi: Government of India. Prasanna, Chandra (1995). Projects: Preparation; Appraisal, Implementation. New Delhi: Tata McGraw Hill Srinath, L.S. (1996). PERT and CPM – Principles and Applications. New Delhi: Affiliated East West Press. UNIDO (1978). Guide to Practical Project Appraisal: Social Benefits Cost Analysis, Project Formulation and Evaluation. Delhi: Oxford and IBH.	
<b><u>Learning Outcomes</u></b>	Students will understand the processes and techniques of project management and obtain practical knowledge about project management	