

**ANNAMALAI**  **UNIVERSITY**  
**ANNAMALAI NAGAR**

**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC  
ADMINISTRATION**

**HAND BOOK**

**M.A., PUBLIC ADMINISTRATION**  
**CHOICE BASED CREDIT SYSTEM (CBCS)**

**ANNAMALAI UNIVERSITY**  
**DEPARTMENT OF POLITICAL SCIENCE & PUBLIC ADMINISTRATION**  
**PUBLIC ADMINISTRATION**  
**CHOICE BASED CREDIT SYSTEM (CBCS)**

**REGULATIONS**

**Master's Programme (Choice Based Credit System – CBCS)**

A Master's Programme consists of two categories of courses in each semester, namely, compulsory Courses (Core Courses) and optional courses (Elective Courses).

**Core Courses**

Core courses are basic courses required for each programme. Each Semester will have 4 core courses.

***Elective Courses***

Each department shall offer one elective in each semester open to all the students of the three faculties of Arts, Education and Indian Languages. Each student will select an elective from a list of electives offered by other departments.

A course is divided into five units to enable the students to achieve modular and progressive learning.

**SEMESTERS**

An academic year is divided into two semesters, Odd semester and Even semester. The normal duration of the semesters being:

**Odd Semester:** July to November (90 Working days)

**Even Semester:** December to April (90 Working days)

**CREDITS**

The term credit is used to describe the quantum of syllabus for various programmes in terms of hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.

The minimum credit requirement for a two-year Master's Programme in Public Administration shall be 90.

The distribution of credits are as follows

74 credits for Core Courses and 16 credits for Elective Courses.

## **COURSES**

Each course consists of lectures / tutorials / seminar / project work / practical training / report writing / viva-voce etc., so as to meet effective teaching and learning needs and credits are assigned suitably.

## **COURSE WEIGHT**

Core and Elective courses may carry different weights. For example, a course carrying one credit for lectures will have instruction of one period per week during the semester, if three hours of lecture is necessary in each week for that course then 3 credits will be the weightage. Thus normally, in each of the courses, credits will be assigned on the basis of the lectures / tutorials / laboratory work and other forms of learning in a 15 week schedule

1. One credit for each lecture period per week.
2. One credit for each tutorial per week
3. One credit for every three periods of laboratory of practical work per week
4. One credit for 3 contact hours of project work in a week.
5. One credit for every two period seminar.
6. Six credits for project work/ dissertation.

## **ELIGIBILITY FOR ADMISSION**

A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.

## **GRADING SYSTEM**

The term grading system indicates a 10-point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.

## **STRUCTURE OF THE PROGRAMME**

The Master's programme consists of:

1. Core courses which are compulsory for all students.
2. Elective courses which students can choose from amongst the courses approved within the department or in other departments of the Faculty and other Faculties.
3. A course on "Soft Skill"

4. Dissertation/Project Work/ Practical Training/ Field Work which can be done on issues/topics relating to an organisation (Government, Industry, Firm, Public Enterprise etc.,) approved by the concerned department.

## **ATTENDANCE**

Every teaching faculty handling a course shall be responsible for the maintenance of attendance register for candidates who have registered for the course. Those who have earned 80% of attendance can appear for the University Examination.

Those with an attendance of 70% to 79% can appear for university examination after obtaining condonation from the university upon payment of a prescribed condonation fee as prescribed by the university.

Those with less than 70% attendance will not be permitted for the university examination. They shall repeat the course.

The instructor of the course must intimate the Head of the Department at least Seven Calendar days before the last instruction day in the semester about the particulars of all students who have incurred attendance deficiency.

## **EXAMINATION**

There will be Two Sessional assessments and one End-Semester examination in each semester.

Sessional Test-I will be held in the Sixth Week of the Semester.

Sessional Test-I will be a combination of a variety of tools such as class test, assignment, and paper presentation relevant to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test I may be for two hour duration. The pattern of question paper will be decided by the respective Faculty. Sessional Test-I will carry 20% of marks of the entire course.

Sessional test –II will be held during Eleventh week of the Semester. Test II may be for a duration of two hours . The pattern of question paper will be decided by the respective Faculty. Sessional Test II will carry 20% of marks of the entire course

There will be one End Semester Examination of 3 hour duration for each course.

The End Semester Examination will cover the entire syllabus and will carry 75% of marks.

## **EVALUATION**

Evaluation will be done on a continuous basis. Evaluation may be by objective Type Questions, Quiz, Short Answers, Essays or a combination of these.

The performance of a student in each course is evaluated in terms of percentage of Marks (PM) with a provision for conversion to Grade Point (GP). The sum total performance in each semester will be rated by GPA while the continuous performance from the 2<sup>nd</sup> Semester onwards will be marked by (OGPA).

## **MARKS AND GRADING**

A student cannot repeat the assessment of Sessional Test I and Sessional Test II. However, if for any compulsive reason the student could not attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of Department.

A minimum of 50% marks in each course is prescribed for a pass. A student has to secure 50% minimum in the End Semester Examination.

If a candidate fails to secure a minimum of 50% of marks in a course, he shall be deemed to have failed in that course.

The student can repeat the End Semester Examination when it is offered next in the subsequent Odd/ Even Semesters till the regulations are in force.

A candidate who has secured a minimum of 50 marks in all the courses prescribed in the programme and earned a minimum of 90 credits will be considered to have passed the Master's Programme.

## GRADING

A ten point rating scale is used for the evaluation of the performance of the student to provide letter grade for each course and overall grade for the Master's Programme.

Marks	Grade point	Letter grade	Class
90+	10	S	Exemplary
85-89	9.0	D	Distinction
80-84	8.5	D	Distinction
75-79	8.0	D	Distinction
70-74	7.5	A	First Class
65-69	7.0	A	First Class
60-64	6.5	A	First Class
55-59	6.0	B	Second Class
50-54	5.5	C	Second Class
49 or Less		F	Fail

The successful candidates are classified as follows:

I-Class –60% Marks and above in Overall Percentage of Marks (OPM)

II-Class – 50 – 59% Marks in Overall Percentage of marks.

Candidates who obtain 75% and above but below 90% of marks (OPM) shall be deemed to have passed the examination in First Class (Distinction) provided he/she passes all the courses prescribed for the programme at the first appearance.

Candidates who obtain 90% and above (OPM) shall be deemed to have passed the examination in First Class (Exemplary) provided he/she passes all the courses prescribed for the programme at first appearance.

For the Internal Assessment Evaluation, the breakup of marks shall be as follows:

Tests (2)	10 Marks
Assignments (2)	5 Marks
Case Study/Role play/ Viva/ Seminar/ Short Answer etc.	5 Marks
Attendance	5 Marks

**Total – 25 marks**

The award of marks shall be as below:

Faculty of Science Theory & Practicals	2000 Marks
Faculty of Arts, Indian Language and Education.	2000 Marks

### **COURSE-WISE LETTER GRADES**

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than F. A letter grade F in any course implies a failure in that course. A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

The F grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the Odd/Even Semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course which is listed as core course, has to repeat it compulsorily when the course is offered next. If it is an elective course, the student has the option to repeat it when it is offered next or to choose a new elective if he/she so desires in order to get a successful grade.

When a new elective is chosen in place of the earlier choice wherein the student has failed, the failure in the elective course earlier chosen will be indicated as dropped in the subsequent grade card.

If a student secures F grade in the Project Work/ Field work/ Practical work / Dissertation, either he / she shall improve it and resubmit it, if it involves only rewriting incorporating the clarifications of the evaluators or he/she can re-register and carry out the same in the subsequent semester for evaluation.

### **WITHDRAWAL FROM THE COURSE BY THE STUDENT**

Within 2 weeks from the date of commencement of the Semester.

**ANNAMALAI UNIVERSITY  
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M.A. PUBLIC ADMINISTRATION– Two Year PG Programme  
2015-2016**

<b>Semester</b>	<b>Course No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Course Type</b>	<b>Credit</b>	<b>University Exam. Marks</b>	<b>Internal Marks</b>	<b>Total Marks</b>
I	1.	PUBC 101	1.Principles of Public Administration	Core	5	75	25	100
I	2	PUBC 102	2.Theories of Organisation and Management	Core	4	75	25	100
I	3	PUBC 103	3.Indian Administrative System	Core	4	75	25	100
I	4	PUBC 104	4.Personnel Administration	Core	4	75	25	100
I	5		5.Elective Course	Elective	4	75	25	100
			<b>Total</b>		<b>21</b>	<b>375</b>	<b>125</b>	<b>500</b>
II	6	PUBC 201	1.Financial Administration	Core	5	75	25	100
II	7	PUBC 202	2.Development Administration	Core	4	75	25	100
II	8	PUBC 203	3.Human Resource Management	Core	4	75	25	100
II	9	PUBC 204	4.Human Rights Administration	Core	4	75	25	100



II	10		5.Elective Course	Elective	4	75	25	100
			<b>Total</b>		<b>21</b>	<b>375</b>	<b>125</b>	<b>500</b>
III	11	PUBC 301	1.Administrative Law	Core	5	75	25	100
III	12	PUBC 302	2.Environmental Administration	Core	5	75	25	100
III	13	PUBC 303	3.Comparative Administrative Systems	Core	4	75	25	100
III	14	PUBC 304	4.E-Governance	Core	4	75	25	100
III	15		5.Elective Course	Elective	4	75	25	100
III	16	SOSC 306	6.Soft Skills	Core	4	75	25	100
			<b>Total</b>		<b>26</b>	<b>450</b>	<b>150</b>	<b>600</b>
IV	17	PUBC 401	1.Research Methodology	Core	5	75	25	100
IV	18	PUBC 402	2.Law and Order Administration	Core	5	75	25	100
IV	19	PUBC 403	3.Public Policy Analysis	Core	4	75	25	100
IV	20	PUBC 404	4.Project and Viva-voce	Core	4	75	25	100
IV	21		5.Elective Course	Elective	4	75	25	100
			<b>Total</b>		<b>22</b>	<b>375</b>	<b>125</b>	<b>500</b>
			<b>Grand Total</b>		<b>90</b>	<b>1575</b>	<b>525</b>	<b>2100</b>

**Note:** An Elective Course has to be chosen by a student as per his/her choice. Elective Courses offered by various Department for the Two Year PG Programmes from Semester I to Semester IV are enclosed.

## **PUBC-101-PRINCIPLES OF PUBLIC ADMINISTRATION**

### **Objectives:**

This course is designed to introduce the students to the elements of Public administration. This would help them to obtain a suitable conceptual perspective on Public Administration. Further, this course introduces students to the growth of such institutional devices so as to meet the needs of changing times.

### **Unit-I Introduction**

Meaning, Nature and Scope of Public Administration – Significance of Public Administration – Public and Private Administration –State vs. Market Debate – Public Administration :Art or Science or Both.

### **Unit-II Concepts-I**

Organization – Hierarchy – Unity of Command – Span of Control – Authority and Responsibility – Co-ordination Centralization vs. Decentralization.

### **Unit-III Concepts-II**

Delegation – Supervision – Line and Staff – Chief Executive – Public Undertakings – Public Private Partnership.

### **Unit-IV Theories**

Theories of Organization: Systems and Contingency, Structure and forms: Ministries and Departments, Corporation, Companies, Boards and Commissions, Adhoc and Advisory Bodies – Head Quarters and field relationship – Regulatory Authorities.

### **Unit-V Accountability**

Accountability and Control- Legislative – Executive – Judicial– Role of Civil Society.

### **Text Books:**

1. Vicram Singh, Public Administration, New Delhi, Tata McGraw Hill, 2007
2. Urmila Sharma, Public Administration, New Delhi, Atlantic Publishers, 2006

### **Reference Books:**

1. U.C. Mandel , Public Administration Principles and Theories, New Delhi, 2007
2. S.R. Maheshwari and, Public Administration in India, Mac Millan New Delhi, 2000
3. Mohit Bhattacharya and Bidut Chakraborti, Public Administration Reader, New Delhi, Oxford University Press,2005
4. Saroj Kumar and Jaena, Fundamental of Public Administration, New Delhi, Anamol Publication, 2001.

## **PUBC-102- THEORIES OF ORGANISATION AND MANAGEMENT**

### **Objectives:**

The Course proposes to trace development of administrative thought, grouping thinkers under different schools and giving continuity and logic to the development of such thought. The course is designed to help students, at a higher & specialized level, to build a thorough conceptual foundation for grasping administration-thinking patterns.

### **UNIT I Introduction**

Concept of Administration – Wilson’s Vision of Public Administration – Evolution of the Discipline and its Present Status – New Public Administration – Public Choice Approach – Ecological Approach.

### **UNIT II Scientific Management**

Scientific Management – Classical Theory ( Fayal, Luther Gullick and Lyndall Urwick.)

### **UNIT III Bureaucratic Theory**

Bureaucratic Theory – Weber’s Bureaucratic Model – Post- Weberian Development - Human Relations School (Elton Mayo and Chester Barnard)

### **UNIT IV Dynamics of Administration**

Dynamic Administration (Mary Parker Follett) – Decision – Making Theory ( Herbert Simon) – Participative Management ( Rensis Likert, Chris Argyris, McGregor).

### **UNIT V Challenges of Administration**

Challenges of Liberalization, Privatization, Globalization, Good Governance: Concept – Application – New Public Management.

#### **Text Books:**

1. S.R.Maheshwari, Administrative Theories, New Delhi, Mac Millan ,2003.
2. Raymond .W, Cox, Susan. J. Bauk. Betty. N, Morgan, Public Administration Theory and Practice Pearson New York, Pearson 1993.
3. Ramesh Kumar Arora, Hooja, Rakesh editors, Administrative Theories : Approaches Concepts and Thinkers in Public Administration, New Delhi, Rawat Publication, 2007.

#### **Reference Books:**

1. Rethinking Administrative Theories : The Challenges of the New Century, , Praeger Publication, 2001.
2. M. Sharma, Theory of Public Administration, New Delhi, Anmol Publication, 2004
3. S.P.Naidu, Public Administration Concept and Theories , New Age International ,2004

## **PUBC-103-INDIAN ADMINISTRATIVE SYSTEM**

### **Objectives:**

This paper provides the basic knowledge of the evolution, the structure of the system of administration at the central and state levels in India. The course is expected to serve as an introductory to political studies in general and administration in particular. The role and contribution of public services and, in particular, the development process is also one of the important aspects of this paper. The paper details the basic parameters of the Indian Administrative System. It emphasizes the structural mix, institutional evolution and the dynamics of organizational change.

## **Unit-I**

### **Introduction**

Kautilya's Arthashastra - Mughal Administration - Legacy of British Rule in Politics and Administration - Indianization of Public Services - Revenue Administration- District Administration and Local - Self Administration

## **Unit-II**

### **Philosophical and Constitutional Framework**

Constitution: Salient features and value premises - Constitutionalism - Political Culture - Bureaucracy and Democracy - Bureaucracy and Development.

## **Unit-III**

### **Union Government**

Executive; Parliament and Judiciary- Structure Function and Work Process

Recent Trends – Inter-governmental Relations

## **Unit-IV**

### **Union Government and Administration**

PMO - Central Secretaries – Cabinet Secretariat - Ministries and Departments - Boards and Commissions – Specific Commissions - Attached offices - Field organization

## **Unit-V**

### **State Government and Administration**

Governor-Chief Minister - Council of Ministers-Union-State Administrative -Legislative and Financial Relation- Chief Secretary - State Secretary- Directorate.

### **Text Books:**

1. M.Sharma, Indian administration, New Delhi, Anmol Publishers, 2004
2. S.R. Mageshwari, History of Indian Administration, New Delhi, Long Man Orient Longman Ltd.2001
3. Vaman Govind Kale, Indian Administration(1913), M. T.Kessinger Publication, 2008
4. Meredith Townsend, The Annals of Indian Administration (1858), Kessinger Publication, MT, 2008.
5. Vishnu Bhagawan, Vidya Bhushan Indian Administration ,Second Publication, New Delhi, 2004.

## **PUBC 104 PERSONNEL ADMINISTRATION**

### **Objectives:**

This course seeks to introduce students to a detailed study of the various facets of personnel administration. This course examines the issues concerning moral, ethical and professional standards in Personal Administration. Further, Recruitment process, Promotion and Retirement benefits are also focus of this course. It critically dissects the question of employees' rights and integrity problem in Personnel Administration

### ***Unit- I***

Meaning, Scope, importance and functions of Personnel Administration – Bureaucracy: Types, Merits and Maladies – Max Weber and Bureaucracy – Civil services – Morale, Ethics and professional standards.

### ***Unit- II***

Recruitment: Significance – Types – problems of recruitment – promotion – Seniority, merit cum seniority – Training: objectives, types – Training in India.

### ***Unit- III***

Rank and position classification – Salary, conduct Rules – Disciplinary Action – Retirement Benefits

### ***Unit-IV***

Employees Rights – Right of Association – Right to strike – Machinery for Negotiations

### ***Unit- V***

Integrity problems – Modes of corruption – Legal frame work – CVC – Neutrality, and Anonymity.

### **Text Books:**

1. Arthur W. Proctor, Principles of Personnel Administration, Michigan, Bibliolife,2009.
2. M.N. Rudra Basavaraj , Dynamic Personnel Administration, New Delhi, Himalaya Publishers, 2004.
3. Lloyd G.Nigro, and Felix A. Nigro Edward Kellough, California, Wadsworth publishing,2006.
4. Suneel Dhariwal and K.K. Parnami, Civil services and Personnel Administration,New Delhi, Rawat Books,2008
5. S.Rajneesh and S.L. Goel, Public Personnel Administration Theory and Practice, New Delhi, Deep and Deep Publishers,2008.

## **PUBE -105-INDIAN CONSTITUTION**

### **Objectives:**

This course intends to impart a comprehensive outlook about the nature of the Indian constitution, rights and duties of the citizens, Political Institutions of Central and State governments and its relationship with each other and the organisation and functions of local government. Detailed analyses of the functions of the statutory bodies such as UPSC, Election Commission and CAG, are incorporated in this course

### **UNIT I Introduction**

Making of Indian Constitution – Philosophical Background – Sources – Preamble – Salient features of Indian Constitution.

### **UNIT II Fundamental Rights and Duties**

Fundamental Rights – Fundamental Duties – Directive Principles of State Policy.

### **UNIT III Union Government**

President – Parliament - Prime Minister – Council of Ministers – PMO - Supreme Court – Judicial Review.

### **UNIT IV State Government**

Governor – Chief Minister – State Assembly – Council of Ministers – High Court Centre– State Relations – Rural and Urban Local Government – 73<sup>rd</sup> and 74<sup>th</sup> Amendments.

### **UNIT V Statutory Institutions**

Constitutional Amendment Procedures – Planning Commission – Finance Commission – Election Commission – UPSC - CAG.

### **Text Books:**

1. Manoj Sharma, Indian Constitution, New Delhi, Anamol Publication,2006
2. Chakravarti. k, Indian Constitution and Government, New Delhi, Kalyani Publishers,2007
3. Basu,D.D. Introduction to Constitution of India, New Delhi, Prentice Hall,2001.
4. Pylee,M.V. Constitutional Government in India, Bombay, Asia Publication House,1977.

## ***PUBC 201 FINANCIAL ADMINISTRATION***

### **Objectives:**

The course aims to introduce students to a comprehensive study of the different aspects of financial administration. This and other such courses focusing on the elements of public administration would help them to obtain a suitable conceptual perspective prior to their induction to other courses in Public Administration. The role of Finance ministry and Parliamentary committees in controlling Financial administration of the country are also focus of this course

### ***Unit- I***

Meaning, Nature and Significance – principles of Financial Administration – problems of Financial Administration – Agencies involved in Fiscal Management

### ***Unit-II***

Budget: Definition, Importance, types, and process –Socio-economic Implications of Budget - General Discussion on the Budget – Voting of demands for Grants – Consideration and passing of Bill.

### ***Unit-III***

Programme Budgeting and performance Budgeting – classification of Expenditure – Requisites and problems – Zero based Budget

### **Unit- IV**

Centre – State relations– Finance Ministry - Planning commission - Finance Commission. – RBI – Centre – State Financial Relations

### ***Unit- V***

Financial Control - Parliamentary Committees – Accounting and Auditing – CAG – Prevention of Economic Crimes.

### **Text Books:**

1. M.K.Sharma, Financial Administration, Anmol Publishers, New Delhi, 2007.
2. S.L.Goel, Public Finance Administration, New Delhi, Deep and Deep Publishers,2008

### **Reference Books:**

1. P.K.Saini and R.K. Gupta, Financial Administration in India: Changing Contours and Emerging Challenges, New Delhi, Deep and Deep Publishers, 2008.
2. R.Patanayak, Financial Administration and Management, New Delhi, Anmol Publishers, 2002.
3. G.S. Lal, Financial Adiministration in India ,New Delhi,H.P.J.Kapoor,1969.

## ***PUBC 202 DEVELOPMENT ADMINISTRATION***

### **Objectives:**

Development administration signifies the uses of administration as an instrument of planned economic development and social change in developing countries. The machinery of development planning at centre, state and local levels, and new trends of self-development & empowerment of the people are the basic emphasis of this paper. It provides a framework for an overall view of policies by focusing into areas of development, along with the administrative amendments in areas of local self-government. There is a need to understand the holistic meaning of development which leads to the elevation and empowerment of the ordinary people.

### ***Unit- I***

Meaning, Nature and Scope of Development Administration – Areas of Development Administration – Goals and Challenges of Development Administration – Functions of Development Administration

### ***Unit- II***

General and International Context of Development Administration – Politics and Administration and Development in the New states – Development Planning – Planning in India.

### ***Unit- III***

Agencies for Development Planning in India – Administration of Development Programmes and Projects – Public and Private Sector.

### ***Unit- IV***

Bureaucracy and Development – Environment and Development – Citizen Participation in Development – Politics and Development Administration

### ***Unit- V***

Community Development Programme – IRDP – Area Development programme – Social welfare Administration – New Environment and Administration

### **Text Books:**

1. N. Inamdar, Development Administration in India, New Delhi, Rawat Books, 1992.
2. R.Patanayk, Dynamics of Development Administration, New Delhi, Anmol Publishers, 2002.

### **Reference Books:**

1. M.Singh and S. Singh, Rural Development Administration in the 21<sup>st</sup> Century, New Delhi, Deep and Deep Publishers, 2006.
2. Democratic Decentralization and Planning: Essays on Panchayati Raj, District Planning and Development Administration, New Delhi, Rawat Books, 2007.
3. Ramsakal Singh, Rural development Administration, New Delhi, Anmol Publishers, 2006
4. Rajvir Singh, Rural Development Administration, New Delhi, Anmol Publishers, 2004.



## PUBC 203 HUMAN RESOURCE MANAGEMENT

### **Objectives:**

In a complex world of industry and business, organization efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing people and to understand the various policies and practices of human resource management

#### **Unit- I**

Meaning, Importance and Evolution of Human Resource Management – Human Resource Department – Structure – Functions.

#### **Unit- II**

Role of Human Resource Management in the Organization – Human Resource Management programmes – Human Resource planning: objectives, components, and process – Human Resource – Human Resource Planning in India.

#### **Unit- III**

Recruitment selection: Concept, Meaning and importance, process and sources – Training and Development: objectives, principles, programmes and evaluation

#### **Unit- IV**

Motivation Theories – Discipline and Disciplinary procedures related to employees – Group and Team: Nature, Types and conflicts Leadership: Theories, qualities, and types – communication.

#### **Unit- V**

Employee Relations – Collective Bargaining – Grievance systems – Benefits – stress and counseling

### **Text Books:**

1. Dr.A.M.Sharma, Personnel and Human Resource Management, New Delhi, Himalaya Publishers,2009
2. Dr.P.Subba Rao, International Human Resource Management, New Delhi, Himalaya Publishers, 2007.
3. Introduction to Human Resource Management Oxford University Press, New Delhi,2008.

### **Reference Books:**

1. Dr. A.K.Mishra, Human Resource Management , New Delhi, Shree Publishers, New Delhi 2008
2. P.Jyoti, and D.N.Venkatesh, Human Resource Management, New Delhi, Oxford University Press 2005.
3. Dr.Nageswar Rao, Dr.Rajendra P.Das, Human Resource Management, Himalaya Publications, New Delhi 2002.

## ***PUBC 204 HUMAN RIGHTS ADMINISTRATION***

### **Objectives:**

Human Rights have acquired a new significance since the end of Second World War in shaping the relations between countries. The United Nations Declaration of Human Rights has given these rights a new meaning and significance. Since then, there has been concerted effort to protect and guarantee these rights. This course is about the problems of world community in giving effect to these rights in lights of different social, economic and cultural backgrounds of the individual countries

### ***Unit- I***

Origin, Nature and Scope of Human Rights – Theories of Human Rights – Classification of Human Rights – Human Rights and Human Duties – Democracy and Human Rights.

### ***Unit- II***

Preamble – Human Rights and Fundamental Rights – Constitutional Remedies of Human Rights – Directive Principles of State Policy.

### ***Unit- III***

United Nations and Human Rights – UDHR (Universal Declaration of Human Rights) – National Commission of Human Rights – State Human Rights Commission – Human Rights courts.

### ***Unit- IV***

Female Infanticide – Right to Dissent – Communal Violence in India- Violation of Women's Rights – Violation of Child – Suspension of Human Rights during Emergency.

### ***Unit- V***

Human Rights and Voluntary organization in India – Promotion of Human Rights – challenges of Human Rights – Human Rights and Global perspectives – Human Rights in New era.

### **Text Books:**

1. Begam, S.Mehatraj,Begam, Human Rights in India- Is –sues and perspectives, New Delhi, Publishing Corporation,2000.
2. Mehta P.L. and NeenaVema, Human rights under Indian Constitution, New delhi,Deep& Deep Publishers,1999.
3. Vinod Sharma, Vinod, Human Rights Violation- A Gobal Phenomenon, APH Publication New Delhi, 2002.
4. Paramasivam, Sivagami, Huam rights – A Study, Salem, Sriram Computer Prints and offset,1998.

# **PUBE-205-PUBLIC ADMINISTRATION FOR CIVIL SERVICES EXAMINATIONS - I**

## **Objectives:**

The course content is closely modeled on the syllabus for civil service examination and will be useful to the students taking up competitive examinations

## **UNIT I**

### **Introduction**

Meaning, Scope and Significance - Evolution and Status of the Discipline, Comparative Public Administration and Development Administration- Public and Private Administration.

### **Unit-II**

#### **Basic Concepts and Principles**

Hierarchy - Unity of Command - Span of Control - Centralization and Decentralization – Delegation – Supervision - Line and Staff.

### **Unit-III**

#### **Theories of Administration**

Scientific Management (Taylor and the Scientific Management Movement) Classical Theory (Fayol, Urwick, Gullick) Bureaucratic Theory (Weber and his Critics).

### **Unit-IV**

#### **Administrative Behaviour**

Decision making with Special Reference to H.Simon, Communication and Control, Leadership Theories - Theories of Motivation (Maslow and Herzberg).

### **Unit-V**

#### **Accountability and Control**

The Concepts of Accountability and Control: Legislative, Executive and Judicial Control, Citizen and Administration - Role of Civil Society - People's Participation- Right to Information.

#### **Text Books:**

1. S.R. Maheshwari, principles of Public Administration, Agra, Lakshmi Narain Agarwal, 1998.
2. S.R. Maheshwari, Indian administration, Agra, Lakshmi Narain Agarwal, 1998.
3. S.K. Chatterjee, Development Administration, Delhi, Surjeet, 1990.

## **PUBC-301-ADMINISTRATIVE LAW**

### **Objectives:**

This course aims to introduce students to a comprehensive study of the different aspects of administrative Law. It also focuses on the functioning of institutions involved in the implementation of Administrative Law

### **UNIT I Introduction**

Definition and scope of Administrative Law- Reasons for the Growth of Administrative Law – Constitutional Law and Administrative Law- Droit Administratif- Dicey on Administrative Law – Rule of Law – Separation of Powers.

### **UNIT II Delegated Legislation**

Delegated Legislation: Meaning, Need, Reasons - Type of Delegated Legislation – Advantages and Disadvantages – Safeguards- Delegated Legislation in India.

### **UNIT III Administrative Tribunals**

Administrative Adjudication Administrative Tribunals – Emergence and Significance – Reasons for the rise of Administrative Tribunals -Functional of Tribunals – Income Tax Appellate Tribunal – Railway rates Tribunals – Central Administrative Tribunals.

### **UNIT IV Natural Justice**

Natural Justice – Principles – Rule against Bias – Rule of Fair Hearing – Exceptions to the Rule of Natural Justice – Liability in Contract.

### **UNIT V Judicial Review**

Judicial Review of Administrative Action – Articles 32,136,226,227 – Modes: Writs (Habeas Corpus, Certiorari, Prohibition, Mandamus, Quo- Warranto) – Injunction – Declaration.

#### **Text Books:**

- 1.I.P.Massey, Administrative Law, Eastern Book Company , New Delhi,2008.
2. I.A. Sayed, Administrative Law, Himalaya Publishers, New Delhi,2007.

#### **Reference Books:**

1. H.W.R. Wade and C.F. Forsyth, Administrative Law, Eastern Book Company, New Delhi,2005.

2. C.K. Takwani, Lectures on Administrative Law, Eastern Book Company, New Delhi, 2008.
3. M.P. Jain and S.N. Jain, Principles of Administration Law, Eastern Book Company, New Delhi, 2008.
4. Amita Danda and Arachana Parashar, Administration Law, Eastern Book Company, New Delhi, 2005.

## **PUBC 302 ENVIRONMENTAL ADMINISTRATION**

### **Objectives:**

Protection of Environment has acquired a new significance in contemporary times. Nations are engaged themselves in how to protect the environment by adopting various conventions at the national and international level. The main objective of the course is to create environmental awareness among the students by discussing various dimensions and issues involved in the environmental administration.

### ***Unit I***

Meaning, Nature and Scope of Environmental Administration – Global Environment – Environment in India – Department of Environment.

### ***Unit II***

Environmental Pollution – Causes – Sources and Effects of Pollution – Water Pollution, Air Pollution, Noise Pollution, Land Pollution – Tourism and Environment.

### ***Unit III***

Environmental Policy – Pre- Independence Era – Post-Independence Era – Environmental Information System (ENVIS) – Evaluation of Environmental Policy.

### ***Unit IV***

Aspects of Environmental Law – Constitutional Aspects of Environmental Law – Statutory Control of Environmental Pollution – Pollution Control Boards.

### ***Unit V***

Public Nuisance: The Judicial Response – Public Interest Litigation and Environment Protection – New Trends in Judicial Approach – Strategies for Environment Administration.

### **Text Books:**

1. Thakur, Kailash, *Environmental Protection-Law and Policy in India*, New Delhi: Deep and Deep, 1999.
2. Pandey, G.N., *Environmental Management*, New Delhi: Vikas Publishing House, 1997.

### **Reference Books:**

1. Ghaliatwal, G.R., *Encyclopedia of Environmental Management*.
2. Arun Kumar, *Environmental Problems Protection and Control*, New Delhi: Anmol Publications, 1999.

## **PUBC-303-COMPARATIVE ADMINISTRATIVE SYSTEMS**

### **Objectives:**

This course imparts the knowledge about working of major administrative systems of east and west in a comparative perspective. The main focus would be on the institutional arrangements and the control mechanisms.

### **Unit-I**

#### **Introduction**

Meaning – Nature – Evolution – Scope and Significance – Historical and Contemporary Dimensions-Basic Concepts.

### **Unit-II**

#### **Administrative aspects**

Historical and Sociological Factors Affecting Administrative Systems- Administration and Politics in different Countries- Current Status of Comparative Public Administration- Ecology and Administration- Reggsian models and their Critique.

### **Unit-III**

#### **Administrative Institutions and Control Mechanisms**

Comparative Study of the Administrative Institutions and Processes in UK, USA & France-Variou Control Mechanisms Over Administration in UK, USA France and Japan- Public Services in UK, USA, France and Japan.

### **Unit-IV**

#### **Public Policies – A Comparison**

Public Policies in UK, USA France and Japan

### **Unit-V**

#### **Local Administration**

Local Administration (Urban and Rural) in UK, USA, France and Japan.

### **Text Books:**

1. Jamil E. Jreisat, Comparative Public Administrative, Colarado, West View Press,2002.
2. J.A. Chander, Comparative Public Administrative, Routledge, New Delhi,2007.

3. E.Eric and S. Nancy Lind, Comparative Public Administrative: Essential Readings, Otenyo, J. A. I Press, New york,2006.
4. Farazmand Ali and C.R. Chess, Hand book of Comparative and Development Public Administration, Newyork,2001
5. Ferral Heady, Public Administration: A Comparative Perspective, CRC Press, New York, 2001.

### **PUBC 304 E-GOVERNANCE**

#### **Objectives:**

The world has experienced revolutionary change after the invention of computer. The computer plays an important role in the field of communications. This course attempts to expose students to the concept of E-Governance. Further this course gives details about the meaning and evolutionary stages of E-Governance. It will enable the students to understand the role and importance of E-Governance in Modern democracy.

#### ***Unit- I***

Meaning, Nature and Scope of E-Governance – Governance and E-Governance – Community Information – Right to Information.

#### ***Unit- II***

Nature, Scope and Importance of Communication – Traditional Communication – Electronic Communication – Process Information Orientation – Model of Electronic Communication.

#### ***Unit- III***

Development Stages of E-Governance – Non-Traditional Information – Traditional Information – Horizontal and Vertical Integration of Authority and Personnel

#### ***Unit- IV***

E-Governance for State Governments – E-Governance for Local Governments – Public Information System.

### **Unit- V**

Law relating to E-Governance – Behavioural Modification of Public Personnel – Public funding for E-Governance – People’s Participation in E-Governance – Challenges and Barriers for e-governance

#### **Text Books:**

1. Agarwal, E-Governance, Universities Press, New Delhi, 2002.
2. Suha Alawadhi, E-Government, V.D.M.Verlag, Germany,2009.
3. S.Sadagopan, E-Governance Today, ICFAI. New Delhi, 2008.
4. K.N.Agarwala, I.T. E-Governance in India, Macmillan India Ltd., 2006.

## **PUBE-305-PUBLIC ADMINISTRATION FOR CIVIL SERVICES EXAMINATIONS – II**

### **Objectives:**

The course content is closely modeled on the syllabus for civil service examination and will be useful to the students taking up competitive examinations

#### **Unit-I**

##### **Personnel Administration:**

Recruitment- Training- Promotion-Pay and Service Conditions-Conduct Rules-Disciplinary Action - Administrative Ethics.

#### **Unit-II**

##### **Financial Administration**

Budget - Concepts and Forms Formulation and Execution of Budget-Deficit Financing and Public Debt.

#### **Unit-III**

##### **Union Government and Administration In India British Legacy**

President- Prime Minister and the Council of Ministers- Central Secretariat- Cabinet Secretariat- Prime Minister’s Office- All India and Central Service- Union Public Service Commission.

#### **Unit-IV**

##### **State and District Administration**

Governor- Chief Minister- Secretariat- Chief Secretary- District Collector

#### **Unit-V**

##### **Local Government**

Panchayati Raj and Urban Local Government- Main Features- Structures- Finances and problem areas- 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendements.

#### **Text Books:**

1. Vicram Singh, Public Administration, New Delhi, Tata Mcgraw Hill, 2007
2. Urmila Sharma, Public Administration, New Delhi, Atlantic Publishers, 2006



3. U.C. Mandel , Public Administration Principles and Theories, New Delhi, 2007

**Reference Books:**

1. S.R. Maheshwari, Public Administration in India, Mac Millan New Delhi, 2000
2. Mohit Bhattacharya and Bidut Chakraborti, Public Administration Reader, New Delhi, Oxford University Press,2005
3. Saroj Kumar and Jaena, Fundamental of Public Administration, New Delhi, Anamol Publication, 2001.

## **SOFT SKILL DEVELOPMENT**

**Objectives:**

Soft skills evolve the personality of a person and prepare him/her for competition in the changing employment market elsewhere. A degree from a university is a basic requisite for job but an acquirement of soft skills will boost the employment opportunities of a person. The skills, when acquired, will change the attitude of people and make them approach life with zest.

**Unit I Personality Development**

Personal effectiveness skills – Managerial and supervisory skills – Leadership skills – Creativity skills – Problem solving skills – Team spirit – culture building

**Unit II Effective Listening**

Registration of ideas – Crystallization – Listening – What does listening mean? – Why are people inherently poor listeners? – Poor listening habits – Types of listening – Effective and ineffective listening skills – Pay-offs of effective listening – Barriers to listening – Active and passive listening

**Unit III Interpersonal Communication**

Characteristics of interpersonal relationships – Intimacy in interpersonal relationship – Relationship development and maintenance – Self disclosure in interpersonal relational relationships

**Unit IV Public Speaking**

What is public speaking – The art of public speaking – Language and proficiency in public speaking – Spoken English-Fluency – Awareness of different accents – Interviews – Group discussion – Seminars – Telephone skills

**Unit V Writing Skills**

Business writing of sorts – Common components of business letters – strategies for writing the body of a letter – Writings of other sorts like memos, notes etc. – Business report – Business proposal

**References:**

1. Namrata Palta, *the Art of Effective Communication*, Lotus Press, New Delhi, 2007.
2. Edgar Thorpe, Showick Thorpe, *Winning at Interviews*, Dorling Kindersley (India) Pvt. Ltd, 2006.
3. S.K. Mandal, *Effective Communication and Public Speaking*, Jaico Publishing House, Mumbai, 2005.
4. Lani Arredondo, *Communicating Effectively*, Tata MCGraw-Hill edition, 2003.
5. Robert Bolton, *People Skills*, Simon & Schuster, 1986.
6. Ronald B. Adler, George Rooman, *Understanding Human Communication*, Oxford University Press, 2006.
7. Meenakshi Raman, Prakash Singh, *Business Communication*, Oxford University Press, 2006.
8. V. Sasikumar, P. Kiranmai Dutt, Geetha Rajeevan, *A Course in Listening and Speaking II*, Cambridge University Press, 2007
9. Dale Carnegie, *The Leader In You*, Pocket Books, New York, 1993.

**Reference Books**

1. Robert Bolton, *People Skills*, Simon & Schuster, 1986.
2. Ronald B. Adler, George Rooman, *Understanding Human Communication*, Oxford University Press, 2006.
3. Meenakshi Raman, Prakash Singh, *Business Communication*, Oxford University Press, 2006.
4. V. Sasikumar, P. Kiranmai Dutt, Geetha Rajeevan, *A Course in Listening and Speaking II*, Cambridge University Press, 2007
5. Dale Carnegie, *The Leader In You*, Pocket Books, New York, 1993.

**PUBC 401 -RESEARCH METHODOLOGY****Objectives:**

This course attempts to introduce the students in a simple way, to the nature of scientific method and its application to the understanding of social reality. Students are taught how to conceptualise and formulate a problem and examine which designs are appropriate. They are expected to know how the relevant data can be collected and processed. The students should be further in a position to arrive at conclusions, if necessary, with the help of statistics. The idea is to help an average P.G. Student to be fairly confident in undertaking and executing small and simple research projects.

**UNIT I Introduction:**

The Meaning, Nature, and Scope of Social Science Research – Pure and Applied Research – Problems in Social Science Research.

**UNIT II Methods and Problems**

Methods of Social Science Research: Historical, Comparative and Descriptive methods – Hypothesis – Concepts and Variables.

### **UNIT III Research Design and Types of Research**

Research Design – Types of Research Exploratory, Descriptive, Experimental – Content Analysis.

### **UNIT IV Collection of data and Statistical Tools**

Collection and Analysis of Data: Sampling Method – Observation – Survey- Case Study – Questionnaire and Interview Method – Statistics and its Use in Social Science Research – Computer and its Applications.

### **UNIT V Research Report:**

Research Report: Purpose- Content- Style and Presentation – Footnotes and Endnotes- Tables and Figures – Bibliography – Appendices.

#### **Text Books:**

1. A.K. Gupta and R. Singh, *Research Methodology*, New Delhi, Vayu Education of India, 2009.
2. Wishwa Prakasham, *Research Methodology Methods and Technology*, New Delhi, 2001.
3. Mats Alvesson and Kaj Skoldbeny, *Research Methodology*, Sage Publication Ltd. 2000.
4. B.N. Ghosh, *Scientific Method and Social Research*, New Delhi, Stenling blishersPvt. Ltd. 2003

#### **Reference Books:**

1. Current, Richard N. et al *American History A Survey*, New York: Alfred A Knopf, 1987.
2. Parkes, Henry Bamford: *The United States of America*, New York: Alfred A. Knopf, 1968.
3. Alan Bryman , *Social Research Methodology* ,New York, Oxford University Press, 2008

## **PUBC-402 LAW AND ORDER ADMINISTRATION**

### **Objectives:**

Law and order Administration is an important branch of governmental administration. It is essential for a student of Public Administration to have a clear understanding of Law and order Administration. This course is designed to introduce students to the basic rules and principles of Law and order Administration. This course also helps the students to develop in depth understanding of organisation and role of Law and order Administration.

## **UNIT I Introduction**

Meaning Nature, Scope and Importance of Law and Order Administration – Society – Control of Society- Control of Law .

## **UNIT II Genesis of Police**

The Genesis of Police – The Evolution of Police in Medieval India – Development of Police under East India Company(1757-1857)- Police Development during 1858 to 1900 period – National Police Commission(1860,1902)

## **UNIT III Police Structure and Organization**

General Police Structure and Organization – Central Government Unarmed Police Agencies – Central Armed Police forces – State Police Forces – Auxiliary Police .

## **UNIT IV Police Recruitment**

System of Policing – Policeman in Making- Recruitment to Retirement. - Powers, Duties, Accountability and Conduct – Crowd Control.

## **UNIT V Maintenance of Law and Order**

Maintenance of Law and Order – Insurgency and Terrorism – Criminalization of Police – Police Public Relations – Police Reforms.

### **Text Books:**

1. M.B.Chande, Police in India, Atlantic Publishers, New Delhi.
2. H.L.Kapoor, Police Administration, Reference Press, New Delhi, 2000.
3. K.K.Mishra, Police Administration in Ancient India: Mittal Publisher, New Delhi, 1989.
4. Rohit Choudhari, Policing, Sage, New Delhi, 2009.

### ***PUBC 403 PUBLIC POLICY ANALYSIS***

### **Objectives:**

Policy execution is considered to be the legitimate domain of administration. This paper details the various aspects of the public policy process – Policy planning and research, policy formulation, policy implementation, policy evaluation and policy analysis. It deals with the process of how policy decisions support a cause of action and provide a direction to an

administrative action. This paper is framed as a policy science concerned with the interdisciplinary process of analysis, planning formulation, implementation and evaluation of public policy as its core areas. It deals with the problems that are encountered in the making of policies and implementation of programmes

#### Unit- I

Meaning, Nature, Importance and Scope of Public Policy – Evolution of Public Policy as a Discipline – Approaches to the Study of Public Policy.

#### ***Unit- II***

Policy Formulation, Implementation and Evaluation –Role of Political Parties, Bureaucracy Mass Media, NGO's and Pressure Groups.

#### ***Unit- III***

Process, Tools, Instruments and Limits of Policy Analysis – Policy Review and Changes – Methods and Strategies.

#### ***Unit- IV***

Political Culture – Socio-economic conditions and Natural Resources – Policy making in different types of Political System - Policy – Action relationship.

#### ***Unit- V***

New Economic policy – Reservation policy – New Education Policy – Agencies of Policy Evaluation.

#### **Text Books:**

1. Naier Raymond, A & Gorgaw Kenneth.J. The study of Policy ` Formation, New York: The Tree Press, 1968.
2. Gorge M. Guess and Paul G. Farnham, Cases in Public Policy Analysis, Georgetown University Press, Gorgetown,2000
3. Vivek Agnihotri, Public Policy Analysis, Concept Publishing, New Delhi, 2004.
4. William N.Dunn, Public Policy Analysis: An Introduction, London, Prentice Hall, 2006.

#### **Reference Books:**

1. Thomas. R.Dye, *Understanding Public Policy*, New York: Prentice Hall inc, 1972.
2. Charles.E.Lind Bolm, *The PolicyMaking Process*, New Jercy: Englewood, 1968.
3. Harlod,J.Lasswell, Policy Sciences, International Encyclopedia of Social Sciences, Vol.12, New York: 1968.

## **Objectives:**

This course is designed to introduce the students to the wide ranging issues in Public administration. This would help them to obtain a suitable conceptual perspective on the organization and methods in Public Administration. Further, this course introduces students to the values and problems in public services

### **Unit-I Introduction**

New Trends in Public Administration - Generalist vs. Specialist - Public Administration and Globalization - Relationship between Political and Permanent Executives - Environmental Issues.

### **Unit-II Integrity in Administration**

Integrity: Meaning, Historical Perspectives and causes for the decline – Modes of Corruption, Conduct Rules CVC, Lokpal and Lokayukta.

### **Unit-III Organisation and Methods**

Organisation and methods – Work Study and Work Management – Management Aid Tools: Net Work Analysis MIS, PERT & CPM.

### **UNIT IV Administrative Reforms**

Administrative Reforms in India (Since Independence) – Reforms in Financial management and Human Resource Development – Problems of Implementation .

### **UNIT V Values in Public Services**

Values in Public Service – Regulatory Commissions - NHRC – Problems in Administration in Coalition Regimes – Citizen – Administration Interface – Disaster Management.

## **Text Books:**

1. Frederick K.S. Lane, Current Issues in Public Administration, Wadsworth Worth Publishing
2. Company, 1999.
3. Dwight waldo, Ideas and Issues in Public Administration, Greenwood Press, West Port.
4. Rice Mikhel, Diversity and Public Administration, : Theory, Issues and Perspectives, New Delhi, Prentice Hall of India,2004.

## **PUBE- 405-E-GOVERNANCE**

## **Objectives:**

The world has experienced revolutionary change after the invention of computer. The computer plays an important role in the field of communications. This course attempts to expose students to the concept of E-Governance. Further this course gives details about the meaning and evolutionary stages of E-Governance. It will enable the students to understand the role and importance of E-Governance in Modern democracy.

### ***Unit- I***

Meaning, Nature and Scope of E-Governance – Governance and E-Governance – Community Information – Right to Information.

### ***Unit- II***

Nature, Scope and Importance of Communication – Traditional Communication – Electronic Communication – Process Information Orientation – Model of Electronic Communication.

### ***Unit- III***

Development Stages of E-Governance – Non-Traditional Information – Traditional Information – Horizontal and Vertical Integration of Authority and Personnel.

### ***Unit- V***

E-Governance for State Governments – E-Governance for Local Governments – Public Information System.

### ***Unit- V***

Law relating to E-Governance – Behavioural Modification of Public Personnel – Public funding for E-Governance – People's Participation in E-Governance – Challenges and Barriers for e-governance

### **Text Books:**

1. Agarwal, E-Governance, Universities Press, New Delhi, 2002.
2. Suha Alawadhi, E-Government, V.D.M.Verlag, Germany,2009
3. S.Sadagopan, E-Governance Today, ICFAI. New Delhi, 2008.
4. K.N.Agarwal, I.T. E-Governance in India, Macmillan India Ltd., 2006.