

**UNIVERSITY OF KOTA**

***SCHEME OF EXAMINATION***

***AND***

***COURSES OF STUDY***



**Faculty of Social Sciences**

**Public Administration**

Session (2024- 2025)

**REGULAR AND NON COLLEGIATE**

**UNIVERSITY OF KOTA  
MBS Marg, Near Kabir Circle, KOTA (Rajasthan)-324 005  
INDIA**

## Revised New Edition: 2024 - 2025

### Course Structure with Distribution of Marks

**Objectives of the course :** Public Administration is a dynamic apparatus of State, not a static instrument. **The future of civilized government and civilization itself rest upon administrative set-up of any country.** This is one of the interesting interdisciplinary subjects among all the subjects of social sciences which covers wide arena of public policies, governance, public services, administrative state, law, socio-economic development, economic planning, globalization, public management, constitution and social change etc.

It is a well known fact that, public administration is a popular subject not only at the graduation and post graduation levels but also very popular in different competitive examinations of the country.

Here are some points for consideration-

1. The need of the hour, in india, is to prepare the well educated and fully aware citizen to serve the nation in a better and effective way. Public Administration has **the proud privilege to prepare awakened citizens** with the help of its course content. Every country requires better aware and conscious citizens for the nation-building.
2. **Good governance** has been identified as the panacea of contemporary problems of developing societies. undoubtedly, Public Administration provides the platform to both research oriented theory designer scholars and practitioners or the active administrators functioning in the system of governance.
3. The recent trends in polity and administration e.g.- Right to information, E- governance, public service delivery guarantee etc. are mainly influenced by the **waves of globalisation**. in such a transitional phase of society, economy and polity, a country needs **well educated specialized administrators** and the subject of public administration prepares such experts.
4. Time and again, it has been proved that the administrators with the background of Public Administration subject are found more efficient, accountable and effective in rendering the public services to the people.

#### Objectives:

- ✓ To generate administrative skills for dealing with Public Work.
- ✓ To locate, ensure, recognize and develop the enabling capabilities of students for Public Service Jobs.
- ✓ To develop skills in Students so that they are placeable in the Govt & other institutions.

#### Duration of the Course:

The course M.A (Public Administration) shall consist of two academic years divided into four semesters.

#### Structure of the Programme:

The M.A in Public Administration programme consists of:

- (i) Core and Skill based courses of theory as well as practical papers which are compulsory for all students.
- (ii) Dissertation/Project Work/Summer training/Field work which can be done in an organization (Government, Semi Government, NGOs Public Enterprises, *etc.*) approved by the Department.

#### Scheme of Examinations:

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory paper shall be divided into two parts in which first part is continuous assessment or internal assessment (33.33% of maximum marks) and second part is semester assessment or external assessment (66.66% of maximum marks).
- b) Regular Students – For Continuous assessment or internal assessment their will be 50 Marks for each theory paper shall be taken by the teacher concerned in the Department during the classes in each semester. There will be two component. First will be Midterm of 20 Marks and Project

Report[Assignment] of 30 Marks. Project report/assignment should be minimum 1000 words and may be hand written or typed.

- c) A student who remains absent (defaulter) or fails or wants to improve the marks in the continuous / internal assessment[ Mid Term ] may be to appear in the desired paper(s) (only one time) in the same semester with the permission of the concerned Head of the Department. A defaulter / improvement fee of Rupees **250/- per paper** shall be charged from such candidates. Duly forwarded application of such candidates by the teacher concerned shall be submitted to HOD who may permit the candidate to appear in the internal assessment after depositing the defaulter/ improvement fee. A record of such candidates shall be kept in the Department
- d) Private students - – For Continuous assessment or internal assessment ( 50 Marks ) for each theory paper shall be taken by the college [ College assigned by University ] in each semester. There will be two component. First will be Report writing of 30 marks. Each private student will prepare a report [ Hand written or typed ] on any topic of each course in minimum 1000 words from the prescribed syllabus of the theory paper. Their will be Viva voce of 20 marks..
- e) The external assessment shall be of three hours duration for each theory paper.
- f) The syllabus for each theory paper is divided into five independent units and each theory question paper will be divided into three sections as mentioned below:
  - **Section-A** shall have 01 compulsory question comprising 10 questions (maximum 20 words answer) taking two questions from each unit. Each question shall be of one mark and total marks of this section will be 20. This section will be compulsory in the paper.
  - **Section-B** will carry 80 marks with equally divided into five long answer type questions and examiners are advised to set two questions from each unit and students are instructed to attempt five questions by selecting one question from each unit.
- g) The pattern of question paper of internal and external shall be as follows:
- h) **‘ Student should qualify both internal & external assessment separately to pass the paper. If Candidatepass in internal examand fails in external exam, the marks of internal examwill be carry forwarded.**

**Semester External Assessment:**

**Duration of Examination: 3 Hours**

**Max. Marks: 100**

**SECTION-A: 10x1=10**

(Answer all questions)

(Two question from each unit with no internal choice)

**Q. No. 1**

- (i) ..... **2 Mark**
- (ii) ..... **2 Mark**
- (iii) ..... **2 Mark**
- iv)..... **2 Mark**
- (v)..... **2 Mark**
- (vi)..... **2 Mark**
- (vii)..... **2 Mark**
- (viii)..... **2 Mark**
- (ix)..... **2 Mark**
- (x)..... **2 Mark**

**SECTION-B:**

(Answer all questions)

(One question from each unit with internal choice)(Maximum two sub-divisions only)

**Q. No. 2.** .....

Or

.....

**16 Marks****Q. No. 3.** .....

Or

.....

**16 Marks****Q. No. 4.** .....

Or

.....

**16 Marks****Q. No. 5.** .....

Or

.....

**16 Marks****Q. No. 6.** .....

Or

.....

**16 Marks****Course code – PAD11500T****(Semester-I & II)**

Year / Semester	Serial Number, Code & Nomenclature of Paper			Duration of Exam.	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Marks	Pass Marks
	Sr. Number	Paper	Nomenclature		L	P	C	Internal Assess.	Sem. Asses. s.	Total Marks	Inter. Asses. s.	Sem. Asses. s.
<b>I Year Semester</b>	1.1	MPA-101DC	Administrative Theories & Management-I	3 Hrs	6		6	50	100	150	20	40
	1.2	MPA-102 DCC	Public Personnel Administration - I	3 Hrs	6		6	50	100	150	20	40
	1.3	MPA-103 DCC	Comparative Public Administration	3 Hrs	6		6	50	100	150	20	40
	1.4	MPA-104 DCC	Public Administration in India- I	3 Hrs	6		6	50	100	150	20	40
	<b>Total</b>					<b>24</b>		<b>24</b>	<b>200</b>	<b>400</b>	<b>600</b>	
<b>I Year</b>	2.1	MPA-	Administrative Theories and	3 Hrs	6		6	50	100	150	20	40

<b>II Semester</b>		201 DCC	Management - II									
	2.2	MPA-202 DCC	Public Personnel Administration - II	3 Hrs	6	6	50	100	150	20	40	
	2.3	MPA-203 DCC	Development Administration	3 Hrs	6	6	50	100	150	20	40	
	2.4	MPA-204 DCC	Public Administration in India – II	3 Hrs	6	6	50	100	150	20	40	
	02 Credit course GEC	CHOI-A20 OR CHOI-A21	District Collector office  OR Jila Parishad				02	50		50		
					24	26	200	400	600			

**(Semester-III & IV)**

	Number	Code	Nomenclature		L	P	C	Conti. Assess.	Sem. Assess	Total Marks	Conti. Assess	Sem. Assess
<b>II Year III Semester</b>	3.1	MPA-301 - DCC	Administrative Thinkers.	3 Hrs	6		6	50	100	150	20	40
	3.2	MPA-302- A- DSE  MPA – 302- B - DSE	State Administration in India ( Special reference to Rajasthan)  Administration of Public Undertaking	3 Hrs	6		6	50	100	150	20	40
	3.3	MPA-303A – DSE OR MPA-303B - DSE	CitizenCentric Administration OR International Organisation and Administration.	3 Hrs.	6		6	50	100	150	20	40
	3.4	MPA – 304A -	Social Welfare Administration (Special	3 Hrs.	6		6	50	100	150	20	40

		DSE OR 304 B - DSE	reference to India.) OR Public Policy									
	02 Credit course  GEC	CHOI- B18  OR CHOI- B19	Municipal Corporation  OR Right to Information				02					
					2 4		26	200	400	600		
<b>IIYear IV Semester</b>	4.1	MPA- 401- A - DSE  MPA - 401- B - DSE	Urban Local Administration  Business Administration	3 Hrs	6		6	50	100	150	20	40
	4.2	MPA-402- DCC	Rural Local Administration	3 Hrs	6		6	50	100	150	20	40
	4.3	MPA-403 A - DSE OR 403 B - DSE	Research Methothodologyin Public Administration OR Politics and Administration	3 Hrs	6		6	50	100	150	20	40
	4.4	MPA- 404A - DSE OR 404 B - DSE	Indian Constitution OR Dissertation	3 Hrs	6		6	50	100	150	20	40
						2 4		24	200	400	600	

## SEMESTER - I

**I Semester M.A (Public Administration)**

### **PAD-101**

#### **Administrative Theories & Management – I**

**Course/Paper: 101**  
**MPA Semester-I**

**Max.Marks: 100**  
**Time: 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

#### **Unit 1**

Meaning, nature, evolution and significance of Public Administration. Public Administration as a Social Science. Public Administration relation to Political science, Economics, Sociology, law and Psychology.

#### **Unit II**

New trends in discipline of Public Administration: New Public Administration till Minnowbrook Conference III, Public Choice theory, New Public Management, Public Service Theory : Robert B. Denhardt & Janet Virzant Denhardt.

#### **Unit III**

Theories of Administration: Scientific Management (Contribution of F.W. Taylor) Classical Theory (Contribution of Henri Fayol, Luther Gulick & Lyndall Urwick). Human Relations Theory (Special reference to George Elton Mayo).

#### **Unit IV**

Approaches in Public Administration: Behavioral, structural- functional and system approaches.

#### **Unit V**

Formal and Informal Organization: Hierarchy, Span of Control, Unity of Command, and Coordination.

#### **Core Reading:**

1. Pfiffner and Presthus Public Administration
2. Simon, Smithburg & Thompson: public Administration
3. Felix A. Nigro: Modern Public Administration
4. Tillet Kempner and Mills Management Thinkers
5. Terry Principals of management
6. Newman and Simmer Process of Management
7. McFarland Management Principles and Practices
8. Hanika New Thinking in Management
9. Awasthi Avum Maheshwari Look Prashashan
10. McGregor The Human Side Of Enterprise
11. Schodebek Management System.\

12. Prabhudutt Sharma Lok Prashashan (Hindi)
13. Mahadev Prasad Sharma Lok Prashashan-Sithant Tatha Vyavahar (Hindi)
14. Awashti Avum Maheshwari Prashasnik –Sidhant (Hindi)
15. Nichlos Henry P.A. Public Affairs (1995)
16. R.K. Sapru Administrative Thought.
17. S.K. Kataria.

**PAD – 102**  
**Public Personnel Administration– I**

**Course/Paper : 102**

**Core Readings:**  
**PAD Semester-1**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

**Unit I**

Meaning Nature, Scope and importance of Personnel Administration, Human Resources Management

**Unit-II**

Bureaucracy : Its nature and concept, Recent Trends and Types of Bureaucracy with Special Reference to Morstein Marx.

**Unit III**

Development and significance of Public Services, Neutrality of civil services, Ethics in Public services.

**Unit IV**

Public Services in India: The Under Mentioned topics to be studied: Recruitment, Classification, Salary, Promotion, Training of Public Services. Conduct Rules and Disciplinary Action, Removal and Appeal, Retirement Benefits,

**Unit V**

Public Services in India: The Under Mentioned topics to be studied:  
Employees Organisation and representation. Staff Council, Services Disputes. Right to Strike and Political Rights of Civil Servants.

**PAD – 103**

**Comparative Public Administration**

**Course/Paper : 103**  
**MPA Semester-I**

**Max.Marks : 100**  
**Time : 3 Hrs.**



Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

### **Unit I**

Comparative Public Administration: Concept, Nature, Evolution, Scope and Significance:

### **Unit II**

Salient Comparative features of Administrative System of U.K. and U.S.A.

### **Unit III**

Comparative Public Administration and Environment – Social, Economic, Cultural, Political, Problems of Comparative Research, Comparative Administration Group.

### **Unit IV**

Weber's Typology of Authority and Administrative systems with particular reference to the Ideal Type Bureaucratic Model.

### **Unit V**

Rigg's Typology of Societies with particular reference to Prismatic Society and the Sala Model.

### **Cord Reading :**

1. Prof. Ravindra Sharma & Dr. Vikrant K Sharma : Comparative Public Systems (in HINDI), College Book House, Jaipur.
2. Ramesh K. Arora : Comparative Public Administration .
3. William Siffin (ed) : Towards the Comparative Study of Public Administration (1957)
4. Ferrel Heady and Sybil Stocks (ed) : Paper in Comparative Public Administration (1962), Articles by Heady, Riggs and Diamant.
5. Ferrel heady : Public Administration : A Comparative Perspective
6. Fred W. Riggs : Administration in Developing Countries.
7. H.H. Garth and C. Wright Mills, Max Weber: Essays in Sociology (Portions on Bureaucracy).
8. Edward Weidner (ed.) : Development Administration in Asia.
9. Fred W. Riggs (ed) : Frontiers of Development Administration.
10. Prof. Surendra Kataria : Comparative Public Administration Malik & comp. Jaipur.

## Public Administration in India

**Course/Paper : 104**  
**MPA Semester-I**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

### Unit I

Historical Background of Indian Administration with special reference to Influence of British Period. Salient Features of India Administration since Independence.

### Unit II

The Union Executive-The President, The Vice- President, The Prime Minister, Cabinet and Council of Ministers.

### Unit III

The organization & working of the Central Secretariat, the Cabinet Secretariat and the P. M. O., Ministry of Home Affairs and Ministry of Personnel, Pension and Public Grievances.

### Unit IV

The Major forms of Public Sector Enterprises- Department, Corporation and Joint stock Company. Impact of Globalization on Public Sector Undertaking.

### Unit V

Control over Indian Administration (a) Ministerial Control, (b) Parliamentary Control (c) Judicial Control (d) Citizen& Media Control.

### Core Readings:

1. Ashok Chanda : Indian Administration
2. K.V. Rao: Parliamentary Democracy In India.
3. M.V. Pylee.: Constitutional Government In India.
4. S.S. Khera: District Administration In India.
5. C. P. Bhambhri : Public Administration In India.
6. Reports of A.R.C. – I & II
7. S.R. Maheshwari : Indian Administration
8. Avasthi&Avasthi: Public Administration in India
9. Ramesh Arora & Rajni Goyal: Indian Public Administration
10. S.K. Kataria : Bharatiya Prashashan (Hindi).

## SEMESTER - II

### **PAD-201**

### **Administrative Theories and Management II**

**Course/Paper: 201**

**Max.Marks: 100**

**MPA Semester-II**

**Time: 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

#### **Unit I**

Formal and Informal Organizations: Delegation, Supervision, Line and Staff agencies with contribution of Gulick, Urwick, Mooney & Reiley.

#### **Unit-II**

Motivation: Concept, Features and Types (special reference to Abraham Maslow, Frederick Herzberg & Douglas McGregor), Leadership and Communication.

#### **Unit III**

Decision Making : Herbert Simon Contribution of C. Barnard. Ideas of Warren Bennis. Mary Parker Follet - Constructive Conflict, Authority and Responsibility

#### **Unit IV**

Modern aids and Techniques of Administration and Management: Computerization, PERT, CPM, Participatory Management, E – Governance.

#### **Unit V**

Public Policy: Meaning and Nature, Formulation, Execution and Evaluation. Policy Science; Role of Administration in policy process.

#### **Core Readings:**

1. Barnard, Chester(1969) The Function of Executive, Cambridge, Harvard University Press.
2. Donald Menzel and Harvey White (eds) (2011). The state of Public Administration: Issues, Challenges and Opportunity. New York: M.E. Sharpe.
3. Frank Marini, (1971). Towards a New Public Administration: The Minnowbrook Perspective, Chandler Publications, University of Columbia.
4. Waldo, Dwight (1968), The Study of Public Administration, Random house , New York.
5. Pffifner and Presthus Public Administration
6. Simmon, Smithburg & Thompson: public Administration
7. Felix A. Nigro: Modern Public Administration
8. Tilet Kempner and Mills Management Thinkers

9. Terry Principles of management
10. Newman and Simmer Process of Management
11. Mcfarland Management Principles and Practices
12. Hanika New Thinking in Management
13. Awasthi Avum Maheshwari Look Prashashan
14. Mcgegor The Human Side Of Enterprise
15. Schodebek Management System.\
16. PrabhuDutt Sharma LokPrashashan (Hindi)
17. Mahadev Prasad Sharma LokPrashashan-SithantTathaVyavahar (Hindi)
18. Awashti Avum Maheshwari Prashasnik –Sidhant (Hindi)
19. Nichlos Henry P.A. Public Affairs (1995)
20. R.K. Sapru Administrative Thought.
21. S.K. Kataria.

**PAD – 202**  
**Public Personnel Administration – II**

**Course/Paper : 202**

**Core Readings:**  
**PAD Semester-1**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

**Unit I**

Public Services in U.K.

The under mentioned topics to be studied: Recruitment, Classification, Salary, Promotion, Training of Public Services, Conduct Rules and Disciplinary Action, Removal and Appeal,

**Unit-II**

Public Services in U.K.

Retirement Benefits. Employees Organisation and Representation, Staff council, Service Disputes, Whittellism in England, Right to Strike and Political Rights of Civil Servants.

**Unit III**

Public Services in France:

The under mentioned topics to be studied:

Recruitment, Classification, Salary, Promotion, Training of Public Services, Conduct Rules and Disciplinary Action,

**Unit IV**

Public Services in U.S.A.

The under mentioned topics to be studied: Recruitment, Classification, Salary, Promotion, Training of Public Services, Conduct Rules and Disciplinary Action, Removal and Appeal,

**Unit V**

Public Services in U.S.A.

Retirement Benefits. Employees Organisation and Representation, Staff council, Service Disputes, Right to Strike and Political Rights of Civil Servants.

1. Finer: Theory and Practice of Modern Government (chapters on Civil Services)
2. E.N. Gladden : Public Personnel Administration.
3. O.Glenn Stahl : Public Personnel Administration.
4. M.C. Roy: Civil Service in India.
5. Dr. C.M. Jain : Savivargiya Prashasan, Research Publication , New Delhi.

**PAD-203**

**Development Administration**

**Course/Paper : 203**  
**MPA Semester-II**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

**Unit I**

The Concept of Development Administration : Nature, Significance and Scope, Development- Non-Development Dichotomy.

**Unit II**

Ecology of Development Administration- Interaction of the Administrative System with Political, Cultural and Economic System.

**Unit III**

Role of Bureaucracy in the Socio- Economic Development, Public participation in Development, Administrative Development, Sustainable Development. This unit will focus on Indian experience.

**Unit IV**

Public Administration in Developing Countries.

Following topics will be studied with special reference to China–

Administrative features in their Ecological context, Role of Bureaucracy in Economic Development and Social Change.

**Unit V**

Following topics will be studied with special reference to Nepal –

Administrative features in their Ecological context, Role of Bureaucracy in Economic Development and Social Change.

**Core Readings:**

1. Fasical AI – Salem: The Ecology of Development Administration
2. Fred W. Riggs (ed) :Frontoers of Development Administration.
3. Edward Weidner (ed)/: Development Administration.
4. John D. Montgomery& William J Siffin: Approaches to Development Politics, Administration and Chance.
5. IrrvingSwedlow (ed) : Public Administration.
6. Edward Weidner (ed) : Public Administration and Technical Assistance.
7. Priti Joshi –VikasPrshasan
8. Anil Kumar Pareek–LoknatievmVikash

**PAD-204**  
**Public Administration in India - II**

**Course/Paper : 104**  
**MPA Semester-I**

**Max.Marks : 100**

**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

**Unit I**

Indian Bureaucracy –Its nature and Problems, recruitment training, classification, promotion,

**Unit II**

Indian Bureaucracy - conditions of work, conduct rules and employer- employee relations. Problems of the Indian Administration Service with special reference to the relationship between the generalist and the specialist.

**Unit III**

Financial Administration - formulation, Approval and execution of Budget, Parliamentary Control over finance, Comptroller and Auditor General of India

**Unit IV**

Economic Planning and Indian Administration – The organisation of NITI Aayog in India  
District Administration in India with reference to the role of Collector

**Unit V**

Redressal of Public Grievances – Lokpal and Lokayukta, Administrative reforms with special reference to the 2<sup>nd</sup> ARC

**Core Readings:**

1. Ashok Chanda : Indian Administration
2. K.V. Rao: Parliamentary Democracy In India.
3. M.V. Pylee.: Constitutional Government In India.
4. S.S. Khera: District Administration In India.
5. C. P. Bhambhri : Public Administration In India.
6. Reports of A.R.C. – I & II
7. S.R. Maheshwari : Indian Administration
8. Avasthi&Avasthi: Public Administration in India
9. Ramesh Arora & Rajni Goyal: Indian Public Administration
10. S.K. Kataria : Bharatiya Prashashan (Hindi).

**ADMINISTRATIVE- THINKERS (PAD 301)**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

**UNIT- I**

Administrative ideas of Kautilya and Henry Fayol with particular reference to :

1. Kautilya:

- (a) Saptang Theory and Principles of public Administration
- (b) Machinery of Government
- (c) Relevance of Kautilya's Arthashastra in contemporary Public- Administration

2. Henry Fayol

- (a) Terminology- Administration and Management
- (b) Administrative Theory and Elements of Management
- (c) Principles of Administration
- (c) Attributes of Manager/Administrator, Need for Administrative Training and Gangplank

**UNIT -II**

Administrative Ideas of F.W. Taylor and Max Weber

1. F.W. Taylor

- (a) Taylor's Concept of Management
- (b) Principles of Scientific Management
- (c) Philosophy of Scientific Management
- (d) Techniques of scientific Management
- (e) Mental Revolution

2. Max Weber

- (a) Theory of Authority
- (b) Bureaucratic Theory and Characteristics of Bureaucracy
- (c) Control Over Bureaucracy

**UNIT-III**

Administrative Ideas of Mary Parker Follett and Alton Mayo:

1. Mary Parker Follett

- (a) Conflict and Integration
- (b) The Giving Orders
- (c) New Concept of Power
- (d) Authority and Responsibility and Leadership
- (e) Planning and Coordination

2. Alton Mayo

- (a) Hawthorne studies
- (b) Human Relation Theory
- (c) Participative Management



(d) Classical Vs. Human Relations

#### **UNIT -IV**

Administrative Ideas of Chester Bernard and Herbert Simon

1. Chester Bernard

- (a) Formal and Informal Organisation
- (b) Theory of Contribution-Satisfaction Equilibrium
- (c) Acceptance Theory of Authority
- (d) Principles of Communication
- (e) Executive Functions

2. Herbert Simon

- (a) Simon's concept of Decision-Making
- (b) Simon's Stages of Decision- Making
- (d) Programmed and Non- Programmed Decisions
- (e) Simon's Bounded Rationality Model

#### **UNIT-V**

Administrative Ideas of Abraham Maslow and F.W. Riggs with special references to:

1. Abraham Maslow:

- (a) Maslow's Hierarchy of Need
- (b) Peak Experiences

2. F.W. Riggs

- (a) Ecological Approach
- (b) Sala Model in Prismatic Society
- (c) Concept of Development

#### **CORE BOOKS:**

1. F.W. Taylor: Principles of Scientific Management
2. Prasad & Prasad: Administrative Thinkers
3. Chester Bernard: The Functions of the Executive
4. Herbert Simon: Administrative Behaviour
5. March & Simon: Organisation
6. Riggs: Administration in Developing Countries
7. Riggs(Ed) : Frontiers Of developing countries
8. Henry Fayol: General and Industrial Management
9. S.R. Maheshwari : Administrative Thinkers
10. Dr. Manoranjan Singh (Ed) RajneetikevmPrashashanikVicharakonkeVividhAayam (Hindi)

## PAD 302 - A

### State Administration in India with Special reference to Rajasthan

**Course/Paper : 302**  
**MPA Semester-III**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

#### Unit – I

Constitutional Structure of State Government: Position of States in Indian Constitution Governor, Chief Minister and Council of Ministers.

#### Unit – II

The following topics will be studied with particular reference to Rajasthan: Political Economic and Social-Cultural Ecology of State Administration : Organisation of state Secretariat and its working, Role of Chief Secretary, Patterns of Department Structure, Organisation and Role of the Department of Home, Finance Personnel and Administrative Reforms.

#### Unit – III

The Directorates and their position in state Administrative, Secretariat- Directorate Relationship, Organisation and role of the Directorate of College Education, Tourism. E- Governance Citizen Charter, Right to information.

#### Unit IV

State enterprises : forms, Governing Board, Specific studies of Rajasthan State Road Transport Corporation; Rajasthan Industrial Development Corporation, Rajasthan Housing Board, Rajasthan Dairy Federation Board of Revenue, Planning administration at state level in Rajasthan.

#### Unit V

Personnel Administration: Recruitment in Civil Services and role of RPSC, Training and Promotion, disciplinary action, Rajasthan civil services Appellate Tribunal.

#### Core Readings:

1. Ziauddin khan, V.M. Sinha and K.D. Trivedi: state Administrative in Rajasthan.
2. Mohan Mukerji, ed Administrative Innovation in Rajasthan.
3. Mohan Mukerji , Non Story of A chief Secretary during Emergency.
4. V.D. Sharma : Though Town System.
5. MeenaSogani: The Chief Secretary in India.
6. R.M. Khandelwal : State Level Plan Administration in India.

## PAD 302 –B

### ADMINISTRATION OF PUBLIC UNDERTAKINGS.

Note : The question paper will contain two sections as under –

The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.

Short answer in 30 words for each part.

Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,

by taking one from each unit, answer approximately in 500 words.

Total marks : 16x5=80

#### UNIT I

Economic models of Government. Market failure: The rationale of governmental intervention, Nationalization policy and State versus market debate. 25 Public Enterprises in India : Philosophy, objectives, performance and their contribution to the economy.

#### UNIT II

Major Forms of Organisation of Public Enterprises: Departmental, Statutory Corporation, Government Company, Sector Corporation, Holding Company and other Organisational forms; Governing Boards of Public Enterprises: Types, functions, size and their composition; Professionalization of Governing Boards.

#### UNIT III

Measurement of Efficiency, Pricing Policies and Practices; Accountability and Autonomy; Techniques of Legislative, Ministerial and Financial control; Government machinery for supervision; Adhoc committees on public enterprises; production, Planning and Quality control; Consumer Interest and Public Relation;

#### UNIT IV

Economic Reforms and Public Sector : The Performance Contract System/ Memorandum of Understanding (MOU), Rationale, procedure and assessment. Disinvestment: Objectives, methods and assessment . Institutional mechanism for disinvestment, Policy towards sick units, Autonomy packages.

#### UNIT V

Privatization : Meaning, objectives, methods of privatization, Procedure, assessment public private partnership. Post Privatization and Regulation policy. Role of Regulatory Commissions to control various sectors.

#### Core Readings:

1. W.A. Robson : Administration of Nationalised Industries (Allen And Unwin) 2. A.H. Hanson : Public Enterprises and Economic Development (Allen and Unwin). 3. R.K. Sapru : Principals and Practice of Public Enterprise Management (S. Chand & Com. Ltd.) New Delhi. 4. LaxmiNarain : Public Enterprise Management and Privatization (S. Chand & Com. Ltd.) New Delhi. 5. Nabogopal Das : The Public Sector in India (Asia, Bombay). 6. S.S.Khera : Government in business (Asia, Bombay).

2. Subsidiary Readings : 1. V.V. Ramanadham (Ed.): The working of the Public Sector (Allied, Mumbai) 2. Reports of Committee on Public Undertakings (India) 3. Annual Reports of the various Public Enterprises in India and 26 Abroad 4. Annual Reports of the Ministries of Finance, Company Affairs, commerce & Heavy Industries (G.O.I) 5. Report of the Commission on Disinvestment.

### **PAD 303 - A**

#### **Citizen Centric Administration**

**Course/Paper PAD 303 - A**

**MPA Semester-III**

**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –

The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.

Short answer in 30 words for each part.

Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,

by taking one from each unit, answer approximately in 500 words.

Total marks : 16x5=80

#### **Unit –I**

Citizen Centric Administration - Meaning, Concept and Characteristic. Citizen and Administration. Civil Society, Public Participation in Administration. Social Audit. “New Public Service: Serving not Steering” Theory of Robert A. Denhardt. 12<sup>th</sup> report of 2<sup>nd</sup> ARC on Citizen Centric Administration.

#### **Unit-II**

Transparency and Accountability in Administration : Right to Information / freedom –Meaning, world Perspective, Movement for RTI in India and Rajasthan.

Right to Information Act -2005 and its impact on Public Authorities, Public Servant and Citizens. Role & Functions of Public Information Officers (PIOs). Structure and Functions of Central Information Commission.

#### **Unit-III**

Citizen Charter - meaning, concept and importance to Citizens. Historical background with special reference to British (U.K) and India.

Citizen charters of following Ministries of Govt of India :

Ministry of Railways, Citizen Charters of Ministry of Consumer Affairs, Food and Public Distribution – Department of Food and Public Distribution & Department of Consumer Affairs. Jan Suchana Portal in Rajasthan State.

#### **Unit –IV**

Meaning and concept of Ombudsman. Parliamentary Commissioner in Britain (U.K).

Lokpal and Lokayukt in India – movement for Lokpal in India, contribution of Anna Hazare. Structure and Functions of Lokpal Office in India. Role of Lokpal to remove corruption. Role and Functions of Lokayukt in Rajasthan State.

#### **Unit –V**

Public Grievance Removal System in India –Meaning, Concept and Importance .Department of Administrative Reforms and Public Grievance of Government of India . Central Vigilance Commission (CVC). Consumer Courts and National Consumer Disputes Redressal Commission.

### Core Readings

Essential Readings - Dr Vikrant K Sharma & Dr. S.L Jain : Accountable Administration in India – Statutory Perspective. (in HINDI).  
Bakshi, P.M. (2008). Consumer Protection and Professionals reported in Law India, the ILI Publication. Biswal, T. (2016). Governance and Citizenship. Jaipur: Rawat Chaudhary, R.N.P. (2010). Consumer Protection Law: Provisions and Procedure. Deep & Deep, New Delhi. Chakrabarty, Bidyut and Prakash Chand. (2016). Public Policy: Concept, Theory and Practice. New Delhi: Sage  
Government of India Second Administrative Reforms Commission. (2008). ‘Refurbishing of Personnel Administration – Scaling New Heights’, Tenth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. Government of India Second Administrative Reforms Commission. (2009). ‘Promoting e Governance: The Smart Way Forward’, 11th Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. Government of India Second Administrative Reforms Commission. (2009). ‘Citizen Centric Administration - The Heart of Governance’, Twelfth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. Public Affairs Centre. (2007). India’s Citizen’s Charters- A Decade of Experience, Public Affairs Centre: Bangalore Singh, Shivani. Ed.) (2016). Governance: Issues and Challenges. Sage: New Delhi Further Readings Agarwal, Meenu. (2006). Consumer Behaviour and Consumer Protection in India, Eastern Book Corporation. Bynoe, Ian. (1996). Beyond the Citizens’ Charters - New Directions for Social Rights, Institute of Public Policy Research: London. Citizens Charters – A Handbook. (2008). Centre for Good Governance: Bangalore Citizens Charters – A Handbook Government of India Ministry of Personnel Public Grievances and Pension Department of Administrative Reforms and Public Grievances, New Delhi. Gupta, Dipankar (2017). From ‘People’ to ‘Citizen’: Democracy’s Must Take Road. New Delhi: Social Science Press. Madsen, Pirie. (1991). Citizens Charter. Adam Smith Institute: London Majumdar, P.K. (2008). Law of Consumer Protection in India, Orient Publishing Company. Paul, Samuel. (2008). “India's Citizen's Charters: In Search of a Champion”, Economic and Political Weekly, Vol. 43, No. 7 (February 16 - 22), pp. 67-73. . Online sources: Aiyar, Yamini et al. A Guide to Conducting Social Audits: Learning from the Experience of Andhra Pradesh <http://www.accountabilityindia.in/sites/default/files/guidelines - le.pdf>.

## PAD – 303 – B

### INTERNATIONAL ORGANISATION & ADMINISTRATION

Note : The question paper will contain two sections as under –

The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.

Short answer in 30 words for each part.

Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions, by taking one from each unit, answer approximately in 500 words.

Total marks : 16x5=80

### UNIT-I

Evolution of Internationalism in Thought and Practice: Development of International Institutions

Characteristics of Present Community of Nations ,Universal State, State as a Unit, Nation state, Pacific Methods for the Settlement of International Disputes, Arbitration, Judicial Settlement and Others.

## **UNIT -2**

The Formation Of The United Nations, Various Organs of The united Nations –Composition, Powers, Functions, and Voting Procedure of General Assembly, Security Council, Economic and Social Council, Trusteeship Council, International Court of Justice.

## **UNIT-3**

U.N. Secretariat- Structure, Organisation, Role of Secretary General.  
Personnel Administration- Problems of International Civil Service, Budgetary system.

## **UNIT- 4**

U.N. Development Programs and their and working Administration  
Specialised Agencies: Their Creation, Working Nature, Relationship with Social and Economic Council in Particular and U.N. in General  
The Composition, Function and Working of:  
1. International Labour Organisation (ILO)  
2. World Health Organisation (WHO)  
3. World Bank & IMF

## **UNIT -5**

Composition and Functions of the Important International Institutions:  
1. World Trade Organisation (WTO)  
2. United Nations International Children’s Emergency Fund (UNICEF)  
3. United Nations Education Scientific & Cultural Organisation (UNESCO)  
Intergovernmental forums  
1. G-20  
2. BRICS  
3. APEC (Asia-Pacific Economic Cooperation)  
4. SAARC (South Asian Association for Regional Cooperation)  
5. OPEC (Organization of the Petroleum Exporting Countries)

## **CORE READINGS:**

1. Clyde, Eagleton: International Government
2. Vandenhosch& Hogan: Towards World Order (Mc Graw Hindi)
3. Laurd (Ed): The Evolution of The International Organisation (Thomas and Hudson, London)
4. Ohodsich: The United Nations.
5. Goodrich: The Nature and Function of International organization
6. Chase: The United Nations in Action

## **SUBSIDIARY READINGS:**

1. Leonard: International organization
2. M.P Roy: AntarrashtriyaSangathan (Hindi)
3. Prof. B.L. Fadia& Dr. KuldeepFadia International Politics (Hindi)

## **PAD -304 - A**

### **Social Welfare Administration (Special reference to India.)**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

### **UNIT I**

Concepts : Meaning, Nature, Scope and principles of Social Administration.  
Methods of Social Administration.

### **UNIT II**

Social policy in India : Need for a Social Policy Resolution. Social  
Legislation in India and its inadequacies.

### **UNIT III**

Organisation : Social Administration at the Central Level. The Department  
of Social Welfare. Central Social Welfare Board: Its composition, functions and status.

### **UNIT IV**

Social Administration at the State Level. The State Department/Directorate  
of Social Welfare . State Social Welfare Board, SC/ST Development and Finance Co-operative Corporation Ltd.

### **UNIT V**

Role of voluntary Organisation in India and their relationship with State.

Problems of Social Administration in India:

- (a) Co-ordination
- (b) Human Relations
- (c) Grants-in-aid
- (d) Common Civil Code
- (e) Gender Justice

## **PAD –304 – B Public Policy**

Course/Paper : 304-B

Max.Marks : 100

### **MPA Semester-III**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

**Objectives of the Paper:** This core course on Public Policy comprehensively introduces the concept and significance of public policy, the history of policy sciences and the public policy process. 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. The pedagogical tools used will include.

#### **UNIT I**

Public Policy: Concept, Significance and Scope; Evolution of Policy Sciences, Policy Analysis, Approaches and Models with special reference to the Increment list and Rationalist Paradigms

#### **UNIT II**

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.

#### **UNIT III**

Public Policy Implementation, Monitoring and Control: Approaches to Policy Implementation Role of Executive, Legislature, Judiciary, Non Governmental Organisations, Pressure Groups Issues in Policy Implementation

#### **UNIT IV**

Policy Evaluation: Approaches to Policy Evaluation and Policy Impact Criteria for Evaluation, Role of Parliamentary and Departmental Committees in Evaluation.

#### **UNIT V**

Public Policy in India; Public Health, Education and Environmental.

#### **Essential Readings-**

Anderson, J E. (2005). Public Policy Making (6th ed.). New York: Houghton Mifflin Co. Ayyar, Vaidyanathan R V. (2009). Public Policy Making in India. New Delhi: Pearson. Dolowitz, D.P. & 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. Farzmand, Ali. (ed.) (2018). *Global Encyclopedia of Public Administration, Public Policy and Governance*. Berlin: Springer Gerston, Larry N. (2010); *Public Policy Making: Process and Principles*. (3rd Edition); U.K.: Routledge Henry, N. (2009). *Public Administration and Public Affairs* (11th ed.). New Jersey: Prentice Hall. Page 53 of 66 Hill, Michael & Frédéric Varone. (2016). *The Public Policy Process*. London: Routledge. Hillman, Arye L. (2009); *Public Finance and Public Policy: Responsibilities and Limitations of Government* 2nd Edition; U.K.: Cambridge University Press Nagel, S.S. (1991). *Public Policy: Goals, Means and Methods*. New York: St. Martin Press. Rabin J., Hildreth, W. & Miller, G. (2007). *Handbook of Public Administration* (3rd ed.). Florida: Taylor & Francis Group. Sapru, R.K. (2011). *Public Policy: Art and Craft of Policy Analysis* (2nd ed.). New Delhi: Prentice Hall of India learning.

#### **Suggested Readings-**

LOKNITI EVM VIKAS, Pareek, Anil [2020], Basu, D.D. (2011). *Constitution of India* (20th ed.). New Delhi: Prentice Hall of India. Chakraborty, Bidyut & Chand, Parkash (2016). *Public Policy: Concept, Theory and Practice*. New Delhi: Sage Chakraborti, Rajesh (2017). *Public Policy in India*. New Delhi: Oxford University Press Dubhashi, P.R. (1986). *Policy and Performance*. New Delhi: Sage Publications. Dye, T. (2002). *Understanding Public Policy*. New Delhi: Pearson Education Singapore (Pte) Ltd. Madan, K.D. (1982). *Policy Making in Government*. New Delhi: Publications Division, Government of India. Mathur, K. (1996).



Development Policy and Administration. New Delhi: Sage. Munger, M.C. (2000). Analysing Policy: Choices, Conflicts and Practices. New York: W.W. Norton & Company. 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. 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: <http://personal.lse.ac.uk/Page/Papers/EdPagePaper1.pdf> Rose, R. (1993). Lesson-Drawing in Public Policy: A Guide to Learning Across Time and Space.

## **Semester – IV**

### **PAD 401- A**

#### **Urban Local Administration**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

#### **UNIT I**

Urbanization and its Political, Social and Economic Consequences. Meaning, Scope and Significance of Urban Administration. Evolution and Importance of Urban Local Self Government in India.

#### **UNIT II**

Constitutional status of Local Self Government : Salient features of 74th Constitutional Amendment Act. Organisation and functions of Municipal Corporation, Municipal Council, Municipalities and other types of Urban Local Self Bodies with special reference to the 74th constitutional Amendment Act.

#### **UNIT III**

Personnel Administration of Urban local self government : Recruitment and training.

#### **UNIT IV**

Financial Administration : Resources and its strengthening, Role of State Finance Commission.

#### **UNIT V**

The role of Directorate of Local Bodies and Department of Local Self Government. Mechanism of control over Local Self bodies at State level. Problems of Local Government.

**PAD – 401 – B**  
**BUSINESS ADMINISTRATION**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

**UNIT I**

Administrative Process in Business. Introductory : Importance of Scientific Management in developed and developing economies, basic concepts in business industry, trade, commerce, management and administration. Administrative tasks in Business enterprise - Planning, Organising, Implementing, Coordinating and Controlling Goals and Policy Formulation.

**UNIT II**

Mechanics of Organisation a New Business Enterprises, Form of Organisation, Nature of Business, Plant Location and Layout, Capital Budgeting and Financing. Process of Decision Making in business, Identification of problem, Search for alternative solution, Comparative Analysis of Alternatives and the final Choice.

**UNIT III**

Finance : Short-term and long-term, Financial needs of an Enterprise, Sources of Funds Elements of financial Management Budgeting and Cost Control. Production : Elements of Production management with special reference to Production Planning and Control.

**UNIT IV**

Marketing : Elements of Production management with special reference to Sales Promotion. 27 Personnel Management : Human side of Enterprise Staffing: Recruitment; Training; Promotion and Grievance Handling.

**UNIT V**

Problems of Leadership and Executive Development in Business Concerns. An intensive study of organisation and management of two large sized corporation - one in the private sector and another in the public sector (TISCO and Hindustan Steel).

Corel Readings: 1. Brech : Principles and Practices of Management. 2. Newman and summer : The Process of Management. 3. Peter Drucker : The Process of management. 4. Koontz and O'Donnel : Principle of Management. 5. Millet : Principle of management.

Subsidiary Readings: 1. Haynes W. Warrem and Massies : Manager Analysis Concept and Cases. 2. Allen : Management and Organisation. 3. M.C. Shukla : Business Organisation. 4. Urwick : The Elements of Administration. 5. Lawrence and Others: Organisation Behaviour.

**PAD 402**  
**Rural Local Administration**

Note : The question paper will contain two sections as under –

The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

### **UNIT I**

The concept of community Development, History, Objectives, The history of rural local government. The concept of panchayati raj. Constitutional status to Rural Local Government : Salient features of 73rd constitutional amendment act.

### **UNIT II**

Organisation and functions of Panchayati Raj Institutions : Zila Parishad, Panchayat Samiti, Gram Panchayat, Gram Sabha and Ward Sabha in the context of 73rd Constitutional Amendment Act.

### **UNIT III**

Personnel Administration in Rural Local Self Government Classification, Recruitment and Training, Education and training of Non-Officials (Elected Representatives) of Panchayati Raj.

### **UNIT IV**

Financial Administration of Rural Local Bodies in India. People participation and co-operation in Rural Development.

### **UNIT V**

Official, Non-Official relationship. State control over panchayati raj institutions.  
Challenges and future of Rural Local Government in India.

## **PAD403-A**

### **Research Methodology in Public Administration**

**Course/Paper : 403 - A**  
**MPA Semester-IV**

**Max.Marks : 100**  
**Time : 3 Hrs.**

Note : The question paper will contain two sections as under –

The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

### **Course Objective**

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

#### **UNIT –I**

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

#### **UNIT - II**

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

#### **UNIT – III**

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

#### **UNIT - IV**

Methods of Data Collection

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

#### **UNIT - V**

Sampling and Report Writing

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

#### **References**

Brent Edward E., Jr. Ronal E. Anderson( 1990), Computer Applications in the Social Sciences, McGraw-Hill.  
Bryman, Alan (2004), Social Research Methods. Delhi: Oxford University Press. Burton,Dawn (Eds.)  
(2000)Research Training for Social Scientists, Sage Publications, New Delhi., Chawla Deepak and NeenaSondhi (2011), Research Methodology- Concepts and Cases, Vikas Publishing, New Delhi. Garson G. David(1999), IT and Computer Applications in Public Administration, Idea Group Inc. Gerber Eller (2013), Public Administration Research Methods- Tools for Evaluation and Evidence based practices, Routledge, NY.  
Goode William J. and Paul K. Hatt (2006), Methods in Social Research, McGraw Hill Book Company, USA.  
Gupta S.P. (2011), Statistical Methods, Sultan Chand and Sons, New Delhi. Kothari, C.R. and Gaurav Garg (2014), Research Methodology- Methods and Techniques, New Age, New Delhi. Locke, L. F., et.al (2007), Proposals that Work: A Guide for Planning Dissertations and Grant Proposals. New Delhi: Sage. Loseke, Donileen R. (2013), Methodological Thinking. New Delhi: Sage. McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches, M.E. Sharpe. Miller Gerald J., Kaifeng Yang(2007) Handbook of Research Methods in Public Administration, CRC Press. Mishra S.K., J.C. Binwal(1991), Computer in Social Science Research, Har- Anand, New Delhi. White Jay (Eds.)(1994), Research in Public Administration: Reflection on Theory and Practice, Sage London.

**PAD –403 - B**

**POLITICS AND ADMINISTRATION**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words.  
Total marks : 16x5=80

**Objective –**

Objective of this course is help students to understand relation between political and administrative system and Students will able to get an overview of important model of political system.

**UNIT I**

Approaches to the study of Political System. Importance of comparative Analysis, Political System : Concept and Functions.

**UNIT II**

Gabriel Almonds Model, Political Parties, Pressure Groups and Political Parties, Pressure Groups and Political System. Concept of Political Development

**UNIT III**

The concept of Administrative System, Models of an Administrative system with special reference to the contribution of F.W. Riggs.

**UNIT IV**

The concepts of Administrative development. The concept of Development Administration. The concept of Administrative State & Administrative Change.

**UNIT V**

Bureaucracy : Max Weber's and Merton's Models, Marxist interpretation of Bureaucracy and Political Development.

**Core Readings:**

1. Almond and Coleman: Politics of Developing Area. 2. H.V. Wiseman: Political System : Some Sociological Approaches. 3. Almond and Powell : Comparative Politics - A Development Approach. 4. Eckstein and Apter : Comparative Politics. 5. M.J.M.Machenzie : Politics and Social Science. 6. J.C. Charlesworth: Contemporary Political Analysis. 7. Albrow: Bureaucracy. 8. F.W.Riggs : Administration in Developing Countries. 9. Ferrel Heady and Sybil Stokes : Papers on Comparative Public Admn. 10.

- Pfiffner and Presthus : Public Administration. 11. Keith M. Henderson: Emerging Synthesis in American Public Admn. 12. P.D. Sharma : Rajnitiavam Prashasam (Hindi) 13. S.P. Verma : Modern Political Theory (English and Hindi) 14. Lucian W.Pye : Aspects of Political Development. 15. Ramesh K. Arora: Comparative Public Administration.
2. Subsidiary Readings: 1. Caiden : Administrative Reforms. 2. Merton et. Al.: Reader in Bureaucracy. 3. Braibanti : Political and Administrative Development. 4. Siffin : Towards the Comparative Study of Administration. 5. Blau : The Dynamics of Bureaucracy. 6. Swerdlow:Development Administration - Concepts and Problems. 7. Montgomery and Siffian : Approaches to Political Development and Change. 8. La palombara : Bureaucracy and Political Development. 9. Crozier : The Bureaucratic Phenomenon. 10. Gouldner : Patterns of Industrial Bureaucracy. 11. Mouzelis : Or ganisation and Bureaucracy. 12. Finkle and Gable: Political Development and Social Change. 13. David Easton: A System Analysis of Political Life. 14. David Easton : Political System : An Inquiry into the State of Political Science. 15. Hary M. Johnson : Sociology - A Systematic Introduction. 16. Davis and Lewis : Models of Political System. 17. Holt and Turner : Comparative Research Methods. 3.Journals: 1. Indian Journal of Public Administration.

### **PAD – 404 - A**

#### **INDAIN CONSITITUTION**

**Course/Paper : 404 A**

**Max. Marks : 100**

**MPA Semester-IV Time : 3 Hrs.**

Note : The question paper will contain two sections as under –  
The question paper consists of section A and section B. Section A for 20 marks and section B for 80 Marks.

Section-A : One compulsory question with 10 parts, having 2 parts from each unit.  
Short answer in 30 words for each part. Total marks : 10x2=20

Section-B : Contains 10 questions, 2 questions from each unit, attempted 5 questions,  
by taking one from each unit, answer approximately in 500 words. Total marks : 16x5=80

#### **Objective –**

Objective of this paper is help students to understand important public institutions in India. Students will able to get an overview of important constitutional provisions in India.

#### **UNIT I**

Development of Indian Constitution since 1861 onwards. Citizen and the State : Fundamental Rights, Directive Principles of the State Policy, Rule of Law, Constitutional conventions.

#### **UNIT II**

President : Election Process, Position, Powers and Relations with the Parliament. Parliament - Lok Sabha and Rajya Sabha

### UNIT III

Supreme Court and High Courts : Their Organisation, Functions, Powers and Role. Legislative-Judiciary Relationship.

### UNIT IV

Governor - Position, Powers and Relations with the President; Chief Minister - Position and Powers and his Relations with the Governor. State Legislative - Vidhan Sabha and Vidhan Parishad.

### UNIT V

Union-State Relations-Administrative, Legislative and Financial, Emergency Provisions, Amendments of the Constitution.

#### Core Readings:

1. Paylee : Constitutional Government in India. 2. John Morrison : Indian Parliament at Work. 3. Palmer : Indian Political System. 4. A.R. Desai : Social Background of National Movement in India. 5. G.N. Singh : Landmarks in Constitutional Development in India. 6. K.V. Ral : Parliamentary Democracy in India. 7. S.P. Ral : Bhartiya Samvidhan (College Book Depot, Jaipur) (Hindi)
2. Subsidiary Readings: 1. D.K. Sen : A Comparative Study of Indian Constitution. 2. D.N. Banerjee : Some Aspects of Indian Constitution. OR PAD-405 B DESSERTATION Course/Paper : 405 B Max.Marks : 70 MPA Semester-IV Time : 3 Hrs. M.A.-2 YEAR DEGREE COURSE

#### PAD-404 - B DESSERTATION

**Objective** –Develop research aptitude among students.

Course/Paper : 404 B Max.Marks : 100 MPA Semester-IV Time : 3 Hrs.

Only Such candidates shall be permitted to offer dissertation as who have secured 55% marks in the aggregate of all the papers prescribed for the previous year i.e. Semester-I & II.