



**DEPARTMENT OF PUBLIC ADMINISTRATION
& POLICY STUDIES
CENTRAL UNIVERSITY OF KERALA**
(Established under the Act of Parliament in 2009)

**Minutes of the Meeting of the Board of Studies of the Department of Public Administration
& Policy Studies, Central University of Kerala, held on 10th August, 2021 at 11:00 AM
through Google Meet**

Members Present

1. Prof. (Dr.) M. R. Biju (Chair)
2. Prof. (Dr.) K. S. Pavithran
3. Prof. (Dr.) RamuManivannan
4. Dr. Devi Parvathy
5. Dr. Dilip Diwakar

Background

01. The Department of Public Administration & Policy Studies, started functioning in August, 2016. A Consultative Committee was constituted for the preparation of the programme structure and detailed syllabus and the committee submitted its report to the University before the commencement of the PG Programme. The syllabus was placed before the Board of Studies on 03rd March 2018, for slight modifications. The Board of Studies also resolved to introduce Internship for Third Semester Students.
02. While examining the content of the existing syllabus, it has been noticed that some repetitions were crept, in both in the course structure and syllabus. The Faculty Council felt that it has to be corrected and new courses to be introduced as and when the new Board of Studies is constituted. On 16th December, 2020 the new Board of Studies came into force.
03. Keeping this in background, the following changes/alterations/modifications/additions are proposed before the Board of Studies (10.08.2021):
 - a. The course titled **Indian Constitution, Social Justice & Administration** offered in Semester – I (Core) and another Core Course titled **Indian Polity & Administration** offered in Semester – II isto bereplaced with a new Core Course titled “**Indian Constitution, Polity & Administration**” in the Semester – I.



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- b. Considering the growing importance of research and career prospects four more courses are proposed:
- i. “Human Resources Administration” in Semester – II (Core Course)
 - ii. “Decentralisation & Rural Governance in India” in Semester – II (Core Course)
 - iii. “Public Policy in Disaster Management” (Elective Course)
 - iv. “Rural Development in India” (Elective Course)

AGENDA ITEMS

1. To approve the new programme structure and syllabus of the MA Programme in Public Administration and Policy Studies by making necessary alterations/ modifications/ additions in the existing programme structure and syllabus which came into force in 2016 and revised in 2018.
2. To introduce an Internship with 3 credits to be counted/ credited at the Third Semester of the Masters programme.
3. To grant approval to the Open Electives to be offered by the Department with 2 credits each.
4. Any other matter as approved by the Chair.

DELIBERATIONS:

1. The Board of Studies Meeting started at 11:00 AM as scheduled. The Chairperson welcomed the Members and made Introductory Remarks about the Revised Course Structure and Syllabus. Before entering into the formal business, the Chairperson paid homage to Prof. (Dr.) I. RamaBrahmam, Vice-Chancellor, Central University of Odisha and Member, BoS.
 2. During the deliberations, Prof. (Dr.) K. S. Pavithran suggested a few volumes to be added as Reference Books to the Core Course titled “State and Political Theory” in Semester I. After discussion, the BoS unanimously approved his suggestion.
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3. Further, Prof. Pavithran also suggested to shift the Core Course titled “State and Political Theory” from Semester I to Semester II. After detailed discussion, it was resolved to maintain the present status-quo till the arrival of new Faculty Members to the Department.
4. Dr. Dilip Diwakar, Internal Member, appreciated the Chairperson and Members of the Faculty for preparing an exemplary syllabi and course structure for the students from 2021 Admission.

RESOLUTIONS OF THE BOARD OF STUDIES

1. Resolved to approve the programme structure and syllabus (Appended) of the MA Programme in Public Administration and Policy Studies, for the 2021 Admission onwards.
2. Resolved to introduce an Internship of 3 credits to be counted/ credited at the Third Semester of the revised Programme Structure (MA PA&PS). It is also resolved that in case of any exigency situations, the Internship may be replaced with an Elective Course of equivalent credit.
3. Resolved to approve the list and syllabus of the Open Elective Courses to be offered by the Department of Public Administration & Policy Studies, from 2021 Onwards.

The Meeting ended with a Vote of Thanks from and to the Chair.

Members Present

1. Prof. (Dr.) M. R. Biju (Chair)
2. Prof. (Dr.) K. S. Pavithran
3. Prof. (Dr.) RamuManivannan
4. Dr. Devi Parvathy
5. Dr. Dilip Diwakar



biju mr <bijumr@cukerala.ac.in>

MINUTES FOR APPROVAL

5 messages

biju mr <bijumr@cukerala.ac.in>

Tue, Aug 10, 2021 at 12:26 PM

To: drkspavithran@gmail.com, ramumanivannan@gmail.com, "Dr.Dilip Diwakar" <dilip@cukerala.ac.in>, Devi Parvathy <devi9024@gmail.com>, devi parvathy <deviparvathy@cukerala.ac.in>, Institute of Competitive Examinations ICE <mrbijueditor@yahoo.com>

Dear Sirs,

Thank You for your kind participation in the BoS Meeting held today. Please find attached the Minutes of the Meeting for your approval.

Requested to send the approval by reply mail. In case, you are unable to send the approval by reply mail, you may send it in a Letter format preferably on your Letterhead.

Since this Minutes has to be placed before the Academic Council Meeting scheduled on 17.08.2021, an early reply is solicited....

Regards

M R Biju

2 attachments**Resolution - BoS Meeting.pdf**

187K

**Resolution - BoS Meeting.docx**

129K

mr biju <mrbijueditor@yahoo.com>

Tue, Aug 10, 2021 at 12:45 PM

Reply-To: mr biju <mrbijueditor@yahoo.com>

To: bijumr@cukerala.ac.in

The Minutes of the BoS meeting held on 10.8.2021 is approved.

Prof M R Biju

Chairperson

Board of Studies

Dept of Public administration and Policy Studies, Central University of Kerala

[Sent from Yahoo Mail on Android](#)

[Quoted text hidden]

Dr.Dilip Diwakar <dilip@cukerala.ac.in>

Tue, Aug 10, 2021 at 2:28 PM

To: biju mr <bijumr@cukerala.ac.in>

Cc: drkspavithran@gmail.com, ramumanivannan@gmail.com, Devi Parvathy <devi9024@gmail.com>, devi parvathy <deviparvathy@cukerala.ac.in>, Institute of Competitive Examinations ICE <mrbijueditor@yahoo.com>

Dear sir,

I have gone through the minutes, I approval the minutes of the meeting and the resolutions.

[Quoted text hidden]

devi parvathy <deviparvathy@cukerala.ac.in>

Tue, Aug 10, 2021 at 2:42 PM

To: biju mr <bijumr@cukerala.ac.in>

Cc: drkspavithran@gmail.com, ramumanivannan@gmail.com, "Dr.Dilip Diwakar" <dilip@cukerala.ac.in>, Devi Parvathy <devi9024@gmail.com>, Institute of Competitive Examinations ICE <mrbijueditor@yahoo.com>

8/10/2021

Central University of Kerala Mail - MINUTES FOR APPROVAL

Dear Sir,
I approve the minutes and resolution.
Thank you
Devi Parvathy

On Tue, Aug 10, 2021, 12:27 PM biju mr <bijumr@cukerala.ac.in> wrote:

[Quoted text hidden]

Ramu Manivannan <ramumanivannan@gmail.com>

Tue, Aug 10, 2021 at 3:18 PM

To: biju mr <bijumr@cukerala.ac.in>

Cc: drkspavithran@gmail.com, "Dr.Dilip Diwakar" <dilip@cukerala.ac.in>, Devi Parvathy <devi9024@gmail.com>, devi parvathy <deviparvathy@cukerala.ac.in>, Institute of Competitive Examinations ICE <mrbijueditor@yahoo.com>

Thank you for the minutes.I approve the minutes and Best Wishes

[Quoted text hidden]

CENTRAL UNIVERSITY OF KERALA

Syllabus for MA PUBLIC ADMINISTRATION & POLICY STUDIES

PROGRAMME OUTCOMES FOR MASTER OF ARTS (MA)

PUBLIC ADMINISTRATION & POLICY STUDIES

Programme Outcomes (PO) for MA Public Administration & Policy Studies	
PO 1	Understand the various concepts theories, postulates, models, process, methods, instruments, techniques, etc. in Public Administration and Public Policy
PO 2	Analyse the administrative structures in comparative perspectives, development administration in the age of globalization, decentralization and local self-government in India, financial administration in India, Indian Constitution & Human Rights.
PO 3	Examine the practice and initiation of governance, Good governance & E-Governance Analyse the different Stages of Policy Analysis, actors involved, global policy etc.
PO 4	Assess the nature and relationship between the state, society market, NGOs & pressure groups in the process of governance.
PO 5	Apply their knowledge to identify the problems in administrative and social systems to give policy recommendations.
PO 6	Develop the managerial capacities by empowering with knowledge on Human Resource Management & Personnel Administration, labour laws in India.

OBTLE ABBREVIATIONS

OBTLE

Outcome Based Teaching and Learning Education

CL

Cognitive Level

Re

Remember

Un

Understand

Ap

Apply

An

Analyse

Ev

Evaluate

Cr

Create

KC

Knowledge Category

Fa

Factual

Co

Conceptual

Pr

Procedural

Me

Meta Cognitive

DEPARTMENT OF PUBLIC ADMINISTRATION & POLICY STUDIES
School of Social Sciences, Central University of Kerala

PROPOSED PROGRAMME STRUCTURE

(MA Programme)

From 2021 Admission Onwards

SEMESTER – I

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5101	Introduction to Public Administration (Core Course)	4	40	60	100
2.	SPA 5102	Introduction to Public Policy (Core Course)	4	40	60	100
3.	SPA 5103	Administrative Thinkers-I (Core Course)	4	40	60	100
4.	SPA 5104	State and Political Theory (Core Course)	4	40	60	100
5.	SPA 5105	Indian Constitution, Polity and Administration (Core Course)	4	40	60	100
		Total Credits	20			

SEMESTER – II

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5201	Research Methodology (Core Course)	4	40	60	100
2.	SPA 5202	Administrative Thinkers – II (Core Course)	4	40	60	100
3.	SPA 5203	Human Resources Administration (Core Course)	4	40	60	100
4.	SPA 5204	Governance: Theories and Practices (Core Course)	4	40	60	100
5.	SPA 5205	Decentralization and Rural Governance in India (Core Course)	4	40	60	100
		Total Credits	20			

SEMESTER – III

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5301	Comparative and Development Administration (Core Course)	4	40	60	100
2.	SPA 5302	Rural Governance in Kerala (Core Course)	4	40	60	100
3.	SPA 5001	Summer Project – Internship*#	3			100
3.	SPA 500	Elective Course – 2**	3	40	60	100
4.	SPA 500	Elective Course – 3**	3	40	60	100
		Total Credits	17			

**Elective 1 (Clause 51 of CBCS Regulations)*

***from the set on offer for the semester*

#In case of Exigency Situations Internship may be replaced with an Elective Course (Paper) of Equivalent Credit

SEMESTER – IV

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5401	Public Financial Governance in India (Core Course)	4	40	60	100
2.	SPA 5402	Project Report (Core Course)	4			100
3.	SPA 5403	Viva –Voce (Comprehensive) (Core Course)	4			100
4.	SPA 500	Elective Course – 4*	3	40	60	100
		Total Credits	15			
		Total Credits (Sem I + II + III +IV)	72			

**from the set on offer for the semester*

ELECTIVES OFFERED

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5001	Summer Project - Internship	3			100
2.	SPA 5002	Civil Services in India	3	40	60	100
3.	SPA 5003	Human Rights and Administration	3	40	60	100
4.	SPA 5004	Law, Ethics and Governance	3	40	60	100
5.	SPA 5005	E-Governance	3	40	60	100
6.	SPA 5006	Measuring Governance	3	40	60	100
7.	SPA 5007	Urban Governance in India	3	40	60	100
8.	SPA 5008	Rural Development in India	3	40	60	100
9.	SPA 5009	Public Policy in Disaster Management	3	40	60	100
10.	SPA 5010	Public Policy – Concepts and Models	3	40	60	100
11.	SPA 5011	Public Policy Analysis	3	40	60	100
12.	SPA 5012	Public Policy Making in India	3	40	60	100
13.	SPA 5013	Public Policy in India Case studies	3	40	60	100
14.	SPA 5014	State, Market & Society in Public Policy	3	40	60	100
15.	SPA 5015	Globalization & Public Policy	3	40	60	100

OPEN ELECTIVES OFFERED

Sl. No.	Course Code	Course Title	Credit	Internal Marks	External Marks	Total Marks
1.	SPA 5016	Indian Administration	2	40	60	100
2.	SPA 5017	E-Governance in India	2	40	60	100
3.	SPA 5018	Gender Studies	2	40	60	100
4.	SPA 5019	Public Policy in India	2	40	60	100

SEMESTER – I

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5101

Course Title: INTRODUCTION TO PUBLIC ADMINISTRATION

Credits: 4

Course Learning Outcomes

CO1 – Understand the concepts, theories, approaches paradigm shifts in Public Administration

CO2 – Analyse the transition of Public Administration

CO3 – Understand the emerging trends in the field of Public Administration

CO4 – Analyse governance process and its challenges

Course Content

Unit I: Introduction

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

Unit II: Approaches

- a. Classical Approach
- b. Human Relations and Behavioural Approach
- c. Ecological Approach

Unit III: Principles and Concepts of Public Administration

- a. Division of Work and Coordination
- b. Hierarchy, Unity of Command and Span of Control
- c. Delegation, Centralization and Decentralization
- d. Line and Staff
- e. Leadership and Supervision

Unit V: Recent Trends

- a. New Public Administration: Minnowbrook I, II& III N
- b. New Public Management
- c. New Public Service
- d. Public Administration in Transition

Course Code: SPA 5101

Course Title: Introduction to Public Administration

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	Understand the concepts, theories, approaches, principles and paradigm shifts in Public Administration	PO1	Un	Co	20	00	Tutorial and Assignment
CO2	Analyse the transition of Public Administration	PO3	An	Co	20	00	Tutorial Assignment Discussion
CO3	Understand the emerging trends in the field of Public Administration	PO2 PO4 PO5	Un	Co	20	00	Tutorial Assignment Discussions
CO4	Analyse governance process and its challenges	PO5	An	Co	20	00	Tutorial Assignment Discussions

Suggested Readings

- i. Avasthi & Maheshwari (2012), Public Administration, Lakshminarayan Agarwal, Agra
- ii. Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire
- iii. Arndt Christiane and Charles Oman (2006), Uses and Abuses of Governance Indicators, OECD, Paris. Bhattacharya
- iv. Mohit (2013), New Horizons of Public Administration, Jawahar Publishers, New Delhi.
- v. Donald Menzel and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunities, New York, M. E. Sharpe.
- vi. Henry, Nicholas (2006), Public Administration and Public Affairs, Prentice Hall of India, New Delhi.
- vii. Jan-Erik Lane,(2000) New Public Management: An Introduction, Routledge, London. Ravindra Prasad
- viii. D. Prasad, VSPrasad, Satyanarayana P, and Y.Pardhasaradhi, (eds.),(2013), Administrative Thinkers, Sterling, New Delhi.
- ix. Donald Menzel (eds) (2011). The State of Public Administration: Issues, Challenges and

Opportunity. New York: M.E. Sharpe.

- x. Frank J. Goodnow, *Politics and Administration: A Study in Government*, Transaction Publishers, New York, 2003
- xi. Transaction Publishers, New York, 2003
- xii. O’Leary, Rosemary et al. (2010), *The Future of Public Administration around the World: The Minnowbrook Perspective*, George Town university Press
- xiii. DC Martin Albrow (1970), *Bureaucracy*, MacMillan, London, 1970 UN,
- xiv. Department of Economic and Social Affairs
- xv. Wilson, Woodrow, “The Study of Administration,” *Political Science Quarterly* 2 (June 1887).

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5102

Course Title: INTRODUCTION TO PUBLIC POLICY

Credits: 4

Course Learning Outcomes

CO1– Understand the concept of Public Policy

CO2– Explain the Approaches of Public Policy Analysis

CO3– Examine the Theories and Process of Public Policy Making

CO4 – Analyse the process of Policy Implementation and Evaluation

CO5– Understand Public Policy in the context of Globalisation and the role of transnational actors in Global Policy Process

Course Content

UNIT- I: Introduction:

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

UNIT- II: Approaches to Public Policy Analysis

- a) The Process Approach
- b) The Logical Positivist Approach
- c) The Phenomenological Approach
- d) The Participatory Approach and Normative Approach

UNIT- III: Theories and Concepts of Public Policy

- a) Theories and Concepts of Policy Making- Institutionalism-Incrementalism-Game Theory- Group Theory- Systems Approach-Elite Theory- - Process theory- Public Choice- Rational Approach- Normative Optimum Approach- Mixed Scanning Method
- b) Strategic Planning

UNIT- IV: Policy Implementation and Evaluation

- a) Concept of Policy Implementation
- b) Techniques of Policy Implementation
- c) Concept of Policy Evaluation
- d) Constraints of Public Policy Evaluation

UNIT- V: Globalization and Public Policy

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

Course Code: SPA 5102

Course Title: Introduction to Public Policy

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs)	Assessment task
CO1	Understand the concept of Public Policy	PO1	Un	Co	18	00	Assignment on scope nature and significance of public policy
CO2	Explain the Approaches of Public Policy Analysis	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Process Approach and the Logical Positivist Approach Phenomenological Approach And the Participatory Approach and Normative Approach
CO3	Analyse the process of Policy Implementation and Evaluation	PO1 PO3	Un	Co	14	00	Assignment on the process of Policy Implementation and Evaluation
CO4	Understand Public Policy in the context of Globalisation	PO2 PO3	Un	Pr	16	00	Assignment on Impact on Transnational actors on public policy

Suggested Readings:

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

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5103

Course Title: ADMINISTRATIVE THINKERS – I

Credits: 4

Course Learning Outcomes:

CO1 – *Understand the evolution, significance and importance of Public Administration.*

CO2 – *Understand the basic concepts, principles and Administrative Structure Public Administration*

CO3 – *Evaluate analyse the fundamental structure of the bureaucracy, and criticism of Karl Marx.*

CO4 – *Understand the Human relation theories in Human relation approach perspective.*

CO5 – *Understanding about the Contemporary discourses in administrative theories in contemporary writers point of view.*

Course Content

UNIT I: Administrative Theory:

- a) Significance and importance of theory
- b) Evolution and Emerging Trends in Administrative theory
- c) Oriental Thought: Kautilya

UNIT II: Administrative Structure and Process:

- a) Henri Fayol- Foundations of Management
- b) Frederick Winslow Taylor- Scientific Management
- c) Luther Gulick and Lyndall Urwick- Science of Administration

UNIT III: Classical Thought: Bureaucracy:

- a) Max Weber – Bureaucracy
- b) Karl Marx – State and Bureaucracy
- c) Samuel Krislov and Donald Kingsley– Representative Bureaucracy

UNIT IV: Social System Thought:

- a) Mary Parker Follett – Constructive Conflict and Leadership
- b) Elton Mayo – Human Relations Movement
- c) Chester Barnard – Theory of Authority Formal and Informal Organizations

UNIT V: Writers on Administration:

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

Course Code: SPA 5103

Course Title: Administrative Thinkers – I

Credits: 4

CO	Outcome Statement	PO/ PSO	CL	KC	Class session (Approx Hrs)	Lab/ Field visits (Hrs)	Assessment Task
CO1	<i>Understand the evolution, significance and importance of Public Administration, students enabled to understand the advent of Public Administration</i>	PO 1	Un	Co		00	Tutorial, Discussion, and Assignment
CO2	<i>Students able to understand the principles and structure and procedure of the administration</i>	PO2	Un Ap Co	Co Pr		00	Tutorial, Discussion, and Assignment
CO3	<i>Able evaluate analyse the fundamental structure and functions of bureaucracy</i>	PO3	Un An Ap Co	Co		00	Tutorial, Discussion, and Assignment
CO4	<i>Able to understand the Human relation theories in Human relation approach perspective recognised the significant of Human Relation theories.</i>	PO4	Un An Co	Co		00	Tutorial, Discussion, and Assignment
CO5	<i>Able to Understand about contemporary discourse in Administrative theories.</i>	PO5	Un Co	Co			Tutorial, Discussion, and Assignment

Suggested Readings:

- i. Baker R J S (1972), Administrative Theory and Public Administration, Huthinson, London Barnard, Chester(1969), The Functions of Executive, Cambridge, Harvard University Press
- ii. Donald Menzel and Harvey White (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. New York: M. E. Sharpe.

- iii. Frank Marini, (1971). *Towards a New Public Administration: The Minnowbrook Perspective*, Chandler Publications, University of Columbia.
- iv. George H. Fredrickson (et al).(2003). *The Public Administration Theory Primer*, Westview Press Golembeiwskhi, Robert T, (1977). *Public Administration as a Developing Discipline*, Marcel Dekkar. Henry Nicholas (2007), *Public Administration and Public Affairs*, Prentice Hall of India, New Delhi
- v. Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
- vi. Luther Gulick & Lyndall Urwick (eds.)(1937), *Papers on Science of Administration*, New York Institution of Public Administration, New York.
- vii. Lyndall Urwick & E F L Brech (1955), *The Making of Scientific Management*, Issac Pitman, London Lyndall Urwick (1947), *The Elements of Administration*, Issac Pitman & Sons, London Martin Albro, *Bureaucracy* (1970), MacMillan, London
- viii. Prasad, Ravindra. D (et al) eds (2013). *Administrative Thinkers* , Sterling Publishers, New Delhi. Waldo, Dwight (1968), *The Study of Public Administration*, Random house, New York White,
- ix. Jay D. and Guy B. Adams (1994), *Research in Public Administration: Reflections on theory and Practice*, Sage

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5104

Course Title: STATE AND POLITICAL THEORY

Credits: 4

Course Learning Out Comes:

CO1 - *Evaluate origin of State through an evolution*

CO2 - *Understand the Nature and Characteristics of State*

CO3 - *Know elaborately the State and Democracy*

CO4 - *Examine the relationship between State and Citizen*

CO5 - *Analyse the Contemporary debates in State and Political Theory*

UNIT- I: Evolution and Origin of State

- a) Divine Theory
- b) Force Theory
- c) Social Contract Theory

UNIT- II: Nature and Characteristics of State

- a) Police State
- b) Welfare State
- c) Developmental State
- d) Totalitarian State

UNIT- III: State and Democracy

- a) Constitutionalism
- b) New Institutionalism
- c) Neo Liberalism

UNIT- IV: State and Citizen

- a) Rule of Law and Human Rights
- b) State and Civil Society
- c) Citizenship

UNIT- V: Contemporary Debates

- a) State Vs Market
- b) Minimalistic State
- c) State, Dissent and Movements

Course Code: SPA 5104

Course Title: State and Political Theory

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	<i>Evaluate origin of State through an evolution</i>	PO1, P04	EV	Co	15	00	Tutorial and Assignment
CO2	<i>Understand the Nature and Characteristics of State</i>	PO2, P01	Un	Fa	20	00	Tutorial Assignment Discussions
CO3	<i>Know elaborately the State and Democracy</i>	PO5, P01	Ap	Pr	15	00	Tutorial Assignment Discussions
CO4	<i>Examine the relationship between State and Citizen</i>	PO3, P01	An	Pr	15	00	Tutorial Assignment Discussions
CO5	<i>Analyse the Contemporary debates in State and Political Theory</i>	PO3, P01	Ev	Fa	15	00	Tutorial Assignment Discussions

Suggested Readings:

- i. Coleman Janet (2000), *A History of Political Thought: From Ancient Greece to Early Christianity*, Oxford, Blackwell Publishers Ltd.
- ii. Das, P. G. (2011), *History of Political Thought*, New Delhi, New Central Book Agency.
- iii. Gaus Gerald F. & Chandran Kukathas (eds.)(2004), *Handbook of Political Theory*, New Delhi, Sage Publication.
- iv. Hoffman, John and Paul Graham (2007), *Introduction to Political Theory*, New York, Routledge: Taylor & Francis Group.
- v. Klosko George (ed.) (2011), *The Oxford Handbook of the History of Political Philosophy*, Oxford, Oxford University Press.
- vi. Sabine George Holland (1961): *A History of Political Theory*, New York, Holt, Rinehart and Winston publisher
- vii. Wayper C. L. (2018), *Political Thought*, Delhi, AITBS Publishers.
- viii. Brian R. Nelson (2015), *Western Political Thought : From Socrates to the Age of Ideology*, Long Grove, Waveland Press Inc.

- ix. Russell Bertrand(1945), *The History of Western Philosophy*, New York, Simon and Schuster Inc.
- x. Strauss Leo and Joseph Cropsey (1987), *History of Political Philosophy*, Chicago, The University of Chicago Press
- xi. Martin Carnoy(2016), *The State and Political Theory*, Princeton, Princeton University Press
- xii. Rajeev Bhargava & Ashok Acharya (editors)(2008), *Political Theory : An Introduction*, London, Pearson Longman: An Imprint of Pearson Education
- xiii. Sushila Ramaswamy(2014), *Political Theory: Ideas and Concepts*, Delhi, PHI Learning Private Limited
- xiv. M.J.Vinod & Meena Deshpande(2013), *Contemporary Political Theory*, Delhi, PHI Learning Private Limited
- xv. Mark Bevir(editor) (2010), *Encyclopedia of Political Theory*, Thousand Oaks, Sage publications, Inc.
- xvi. Richard Bellamy (2008), *Citizenship: A Very Short Introduction*, New York, Oxford University Press.
- xvii. David, Held. (2013). *Political Theory and the Modern State*, John Wiley & Sons
- xviii. Georjina Blakeley, Walerie Bryson (2002) *Contemporary Political Concepts: A Critical Introduction*, Pluto Press, University of California
- xix. T. Carver & J. Martin. *Palgrave Advances in Continental Political Thought*, Palgrave Macmillan, UK
- xx. John Ehrenberg. (1999). *Civil Society: The Critical History of an Idea*, NYU Press
- xxi. Sathe S.P. (2002). *Judicial Activism in India: Transgressing Borders and Enforcing Limits*. Oxford University Press

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5105

Course Title: INDIAN CONSTITUTION, POLITY AND ADMINISTRATION

Credits: 4

Course Learning Out Comes:

CO1– Understand the evolution and features of Indian Constitution

CO2–Understand and analyse the Fundamental Rights, Duties and Directive Principles

CO3– Analyze the role of executives, functions of Parliament, State Cabinet, State Legislative Assemblies, and evaluate the nature and conduct of Centre-State relations in India

CO4 – Analyse the role of judiciary in India

CO5 – Understand and analyse various roles played by Constitutional & Statutory Bodies in India

Course Content

Unit – I: Evolution & Features of Indian Constitution

- a. Evolution & Making of Indian Constitution
- b. Structure of the Constitution
- c. Preamble & Philosophy of the Constitution
- d. Silent Features

Unit – II: Rights, Duties and the State

- a. Fundamental Rights
- b. Fundamental Duties
- c. Directive Principles of State Policy

Unit – III: Union & State

- a. President, Vice President, Prime Minister & Union Cabinet;
- b. Parliament – Lok Sabha & Rajya Sabha – structure, powers and conduct of business
- c. Governor, Chief Minister & State Cabinet;
- d. State Legislative Assemblies & State Legislative Councils
- e. Centre – State Relations

Unit – IV: Judiciary

- a. Supreme Court; High Court; Lower Courts
- b. Powers & Constitutional Provisions
- c. Judicial Review & Judicial Activism
- d. Public Interest Litigation

Unit – V: Constitutional & Statutory Bodies

- a. Constitutional Bodies: Election Commission of India; Union Public Service Commission; State Public Service Commissions; Finance Commission; National Commission for SCs; National Commission for STs; Comptroller & Auditor General of India.
- b. Statutory Bodies: National Human Rights Commission; National Commission for Women; National Commission for Minorities; National Commission for Backward Classes; National Law Commission.

Course Code: SPA 5105**Course Title: Indian Constitution, Polity and Administration****Credits: 4**

CO	CO Statement	PO	CL	KC	Class Sessions/ Tutorial Hrs	Lab/ Field Hrs.	Assessment Task
CO1	Understand the evolution and features of Indian Constitution	PO2 PO6	Un Co	Co	15	00	Assignment
CO2	Understand and analyse the Fundamental Rights, Duties and Directive Principles	PO3 PO6	Un An	Co	14	00	Assignment /Discussions
CO3	Analyze the role of executives, functions of Parliament, State Cabinet, State Legislative Assemblies, and evaluate the nature and conduct of Centre-State relations in India	PO5 PO6	An	Fa	12	00	Assignment/ Discussions
CO4	Analyse the role of judiciary in India	PO1 PO4 PO3	An	Co	10	00	Seminar / Discussions
CO5	Understand and analyse various roles played by Constitutional & Statutory Bodies in India	PO3 PO5	Ev Pr	Co	13	00	Assignment on the current status of Centre-state relations

Suggested Readings

- (i) Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
- (ii) Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- (iii) Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.
- (iv) Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
- (v) Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
- (vi) Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
- (vii) Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
- (viii) Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.
- (ix) Sarkar Jadunath (2009), The Mughal Administration, Six Lectures, BiblioLife
- (x) Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
- (xi) Sibranjana Chatterjee (1997), Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates, Calcutta.
- (xii) Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
- (xiii) Subash C. Kashyap (1994), Our Constitution: An Introduction to India's Constitution and Constitutional Law, National Book Trust, New Delhi.
- (xiv) Subash C. Kashyap (1997), Coalition Government and Politics in India, Uppal Publishing House, New Delhi.
- (xv) Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
- (xvi) Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi

SEMESTER – II

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5201

Course Title: RESEARCH METHODOLOGY

Credits: 4

Course Learning Outcomes

CO1– Understand the philosophy of social science Research

CO2 – Understand and Exemplify different methods of research

CO3 – Learn and apply various research designs

CO4 – Understand and apply methods of data collection- the sampling types and techniques

CO5- Introducing various methods of data analysis, role computers in Social Research and how to write a research report

Course Content

UNIT –I Introduction

- a) Meaning, Objectives, Scope and Importance of Social Science Research
- b) Types of Research
- c) Objectivity in Social Science Research
- d) 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) Sampling, Sampling Techniques and Scales of Measurement
- b) Data Collection Primary Sources
- c) Observation; Questionnaire and Interview
- d) Secondary sources of Data Collection - Use of Library and Internet

UNIT - V: Data Analysis and Report Writing

- a) Analysis of Data and Use of computers in Social Science Research
- b) Citing and Ethics of Research in Public Administration
- c) Research Report Writing

Course Code: SPA 5201
Course Title: Research Methodology
Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx) (Hrs.)	Lab session/ Field visits (Hrs.)	Assessment task
CO1	Understand the philosophy of social science research	PO1 PO2	Un	Co	15	00	Class Room
CO2	Understand and Exemplify different methods of research	PO2 PO3	Un	Co	20	00	Class room Discussions
CO3	Learn and Apply various research designs	PO3 PO4	Un	Co	15	00	Assignment/ Class room
CO4	Understand and apply methods of data collection- the sampling types and techniques	PO6 PO4	Un	Co	15	00	Assignment/ Class room/ field Visit
CO5	Introducing various methods of data analysis, role computers in Social Research and how to write a research report	PO6	Un	Pr	10	05	Class room /Assignment

Suggested Readings:

- i. 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.
- ii. Burton,Dawn (Eds.) (2000)Research Training for Social Scientists, Sage Publications, New Delhi,. Chawla Deepak and Neena Sondhi (2011), Research Methodology- Concepts and Cases, Vikas Publishing, New Delhi.
- iii. 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.
- iv. Goode William J. and Paul K. Hatt (2006), Methods in Social Research, McGraw Hill Book Company, USA.
- v. 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.

- vi. Locke, L. F., et.al (2007), *Proposals that Work: A Guide for Planning Dissertations and Grant Proposals*. New Delhi: Sage.
- vii. Loseke, Donileen R. (2013), *Methodological Thinking*. New Delhi: Sage.
- viii. McNabb David E (2013). *Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches*, M.E. Sharpe.
- ix. Miller Gerald J., Kaifeng Yang(2007) *Handbook of Research Methods in Public Administration*, CRC Press.
- x. Mishra S.K., J.C. Binwal(1991), *Computer in Social Science Research*, Har- Anand, New Delhi.
- xi. White Jay (Eds.)(1994), *Research in Public Administration: Reflection on Theory and Practice*, Sage London.

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5202

Course Title: ADMINISTRATIVE THINKERS – II

Credits: 4

Course Learning Outcomes

CO1 – Understand the behavioural theories, and understand how behavioural theories relevant to organisations.

CO2 – Understand the basic concepts of human sides of organisations, and understand the predictions of behavioural theories about the organisation behaviour.

CO3 – Understand about the motivation theories and motivating factors which has been motivating the employees in the organisations.

CO4 – Understand the market theories like Public choice approach, knowledge based organisations and governing the commons.

CO5 – Understanding about the emerging trends in Public Administration in a critical point of view.

Course Content

Unit I: Behaviouralism

- a) Herbert Simon: Behaviouralism and Decision-Making
- b) Warren Bennis: Changing Adaptive Organizations

Unit II: Organizational Humanism – I

- a) Abraham Maslow: Needs Hierarchy
- b) Alderfer: ERG theory
- c) Victor Vroom: Expectancy Theory of Motivation
- d) Douglas McGregor: Theory X and Theory Y

Unit III: Organizational Humanism – II

- a) Frederick Herzberg: Hygiene and Motivation Factors
- b) Chris Argyris: Integrating the Individual and the Organization
- c) Rensis Likert: Systems Management

Unit IV: Market Theories

- a) Vincent Ostrom: Public Choice
- b) Peter Drucker : Knowledge Based Organization
- c) Elinor Ostrom: Governing the Commons
- d) David Osborne and Ted Gaebler

Unit V: Emerging Trends

- a) Critical Social Theory
- b) New Public Service
- c) Post Modernism and Post Structuralism
- d) Administrative Theory: A Critical Review

Course Code: SPA 5202

Course Title: Administrative Thinkers – II

Credits: 4

CO	Outcome Statement	PO/P SO	CL	KC	Class session (Approx Hrs)	Lab/Field visits (Hrs)	Assessment Task
CO1	<i>Students able to understand the behavioural theories, and understand how behavioural theories relevant to organisations</i>	PO 1	Un	Co		00	Tutorial, Discussion, and Assignment
CO2	<i>Students able to understand the basic concepts of human sides of organisations, and understand the predictions of behavioural theories about the organisation behaviour.</i>	PO2	Un Ap Co	Co Pr		00	Tutorial, Discussion, and Assignment
CO3	<i>Students able to understand about the motivation theories and motivating factors which has been motivating the employees/workers in the organisations.</i>	PO3	Un An Ap Co	Co		00	Tutorial, Discussion, and Assignment
CO4	<i>Able to understand the market theories like Public choice approach, knowledge based organisations, and governing the commons.</i>	PO4	Un An Co	Co		00	Tutorial, Discussion, and Assignment
CO5	<i>Students able to Understanding about the emerging trends in Public Administration in a critical point of view.</i>	PO5	Un Co				Tutorial, Discussion, and Assignment

Suggested Readings:

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

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5203

Course Title: HUMAN RESOURCES ADMINISTRATION

Credits: 4

Course Learning Outcomes

- CO1 – Understand the basic concepts, perspectives and principles in HRA*
- CO2 – Examine the Human Resource Administration planning*
- CO3 – Discuss the recruitment with regard to public services in India*
- CO4 – Discuss elaborately with regard to the HRA training*
- CO5 – Assess the HRA motivation*

Course Content

Unit I: Introduction

- A) Meaning, Nature, objectives, Scope and significance of Human Resource Administration (HRA)
- B) The Human Resource Administration: A Historical Perspective
- C) Principles of Human Resource Administration

Unit-II: HRA Planning

- A) HRA Planning: Need and Importance
- B) Process of HRA Planning
- C) Aspects of HRA Planning: Job analysis, Job description and Job specification

Unit-III: HRA Recruitment

- A) Essentials, Sources, and Steps in recruitment
- B) Civil service recruitment in India
- C) Recruitment Agencies in India: Placement and Promotion

Unit-IV: HRA Training

- A) Training: Objectives, Types, Methods and Steps
- B) Performance Evaluation methods
- C) Public service in India: Performance appraisal practices and Capacity Building

Unit-V: HRA Motivation

- A) Remuneration in Public service
- B) Role of Pay commissions
- C) Types of Incentives, Employee benefits and Pension Scheme

Course Code: SPA 5203

Course Title: Human Resources Administration

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs)	Assessment task
CO1	Understand the basic concepts, perspectives and principles in HRA	P01, P06	Un	Co	20	00	Tutorial and Assignment
CO2	Examine the Human Resource Administration planning	P03, P06	Ev	Pr	15	00	Tutorial Assignment Discussions
CO3	Discuss the recruitment with regard to public services in India	P06, P02	Un	Fa	15	00	Tutorial Assignment Discussions
CO4	Discuss elaborately with regard to the HRA training	P06, P01	Ap	Pr	15	00	Tutorial Assignment Discussions
CO5	Assess the HRA motivation	P06	An	Fa	15	00	Tutorial Assignment Discussions

Suggested Readings:

- i. Aswathappa, K (2005) Human Resource and Personnel Management: Text and Cases, New Delhi, Tata McGraw Hill Publishing Company Limited.
- ii. Goel S.L. & Rajneesh Shalini (2008), Public Personnel Administration: Theory and Practice, New Delhi, Deep and Deep Publications Pvt.Ltd.
- iii. M.Scott Norton (2008), Human Resources Administration for Educational Leaders, California, Sage Publications, INC.
- iv. Prof.M.N.Rudrabasavaraj(2013), Dynamic Personnel Administration-Management of Human Resources, Mumbai, Himalaya Publishing House.
- v. Goel, S.L. (2002), Public Personnel Administration, New Delhi, Deep and Deep Publications.
- vi. Verma, S.P. and S.K. Sharma (1985), Comparative Public Administration, New Delhi, Indian Institute of Public Administration (IIPA).
- vii. Aswathappa K. (2013), Human Resource Management: Text and Cases, New Delhi, McGraw Hill Education (India) Private limited.

- viii. Armstrong Michael and Taylor Stephen (2014), Armstrong's Hand Book of Human Resource Management Practice, (13th edition), London, Kogan Page Limited.
- ix. Farazmand , Ali (1994), Handbook of Bureaucracy, New York, Routledge: Taylor & Francis Group
- x. Flippo Edvin B. (1976), Principles of Personnel Management, New York, McGraw-Hill
- xi. Goel, S.L.& Rajneesh, Shalini (2003), Public Personnel Administration, New Delhi, Deep & Deep Publications.
- xii. Jack Rabin, Thomas Vocino , W. Bartley Hildreth and Gerald J.Miller (editors) (1994), Handbook of Public Personnel Administration, New York, Routledge: Taylor & Francis Group
- xiii. Jain, R.B. (1994), Aspects of Personnel Administration, New Delhi, Indian Institute of Public Administration (IIPA).
- xiv. Maheswari, S.R. (2012), Public Administration in India: The Higher Civil Service, New Delhi, Oxford University Press.
- xv. Katherine C. Naff, Norma M. Riccucci, Siegrun Fox Freyss with the assistance of David H.Rosenbloom and Albert C. Hyde(2019) ,Personnel Management in Government: Politics and Process, (Seventh Edition),New York, Routledge: Taylor & Francis Group.

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5204

Course Title: GOVERNANCE: THEORIES AND PRACTICES

Credits: 4

Course Learning Outcomes

CO1– Understand the concepts, theories, and approaches in Governance

CO2– Analyse the Models and Techniques of Governance

CO3– Understand the recent trends and discourses in the field of Governance

CO4 – Analyse the challenges of governance and measures to resolve them

Course Content

UNIT - I: Introduction

- a. Concepts and Definitions
- b. Reinventing Government
- c. From Administration to Governance: State, Market and Civil Society

UNIT - II: Models and Theories

- a. Models of Governance
- b. Theories of Governance
- c. Neo-Liberalism and Rolling Back of State

UNIT – III: Recent Trends

- a. Good Governance
- b. E-governance
- c. M-governance

UNIT - IV: Techniques of Governance

- a. Citizen Charter
- b. Social Audit
- c. Right to Information

Course Code: SPA 5204

Course Title: Governance: Theories and Practices

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	Understand the concepts, theories, approaches and principles Governance	PO1	Un	Co	20	00	Tutorial and Assignment
CO2	Analyse the models of governance	PO1	An	Co	20	00	Tutorial Assignment Discussion
CO3	Understand the emerging trends and processes in the field of governance	PO3 PO5	Un	Co	20	00	Tutorial Assignment Discussions
CO4	Examine the challenges and techniques of governance	PO1 PO4 PO5	Ev	Co	20	00	Tutorial Assignment Discussions

Suggested Readings

- i. Bell, S., and Hindmoor, A. (2009) *Rethinking Governance: The Centrality of the State in Modern Society*, Cambridge: Cambridge University
- ii. Bevir, Mark (2009), *Key Concepts in Governance*, Sage, London.
- iii. Bevir, Mark, ed. (2010) *The Sage Handbook of Governance*. Thousand Oaks, CA: Sage Publications. Bovaird, Tony and Elke Löffler, eds. (2009) *Public Management and Governance Second Edition*. London: Routledge.
- iv. Farazmand, Ali and Jack Pinkowski, eds. (2006) *Handbook of Globalization, Governance, and Public Administration*. London: CRC/Taylor & Francis.
- v. Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In *Deliberative Policy Analysis: Understanding Governance in the Network Society*, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.
- vi. Kjaer, A (2004) *Governance*. Cambridge, UK: Polity Press.
- vii. Kooiman, Jan ed. (1993) *Modern Governance: New Government-Society Interactions*. London: Sage. Kooiman, Jan. (2003) *Governing as Governance*. London: Sage.
- viii. Morrison, Donald (1945) "Public Administration and the Art of Governance." *Public Administration Review* 5:1: 83-87.
- ix. Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." *Governance: An International Journal of Policy, Administration, and Institutions* 23:1:7-35.
- x. Osborne, Stephen P., ed. *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*. London: Routledge

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5205

Course Title: DECENTRALISATION AND RURAL GOVERNANCE IN INDIA

Credits: 4

Course Learning Outcomes

CO1– Understand the concept of decentralization and rural development

CO2–Understand and analyse the role of Panchayati Raj institutions

CO3– Analyze the role of resources and rural development programmes

CO4 – Analyse various issues in rural governance

Course Content

Unit I: Introduction

- a) Democratic Decentralization and Development
- b) Rural Development: Perspectives, Policies and Strategies
- c) Rural Development and Panchayati Raj

Unit II: Rural Institutions: Panchayati Raj

- a) Panchayati Raj in India – An Evaluation
- b) Reforms in Panchayati Raj (73rd Constitutional Amendment and after)
- c) Local Government in Kerala
- d) Electoral Politics at Grassroot
- e) Women in Panchayati Raj Institution

Unit III: Resources and Development Programmes

- a) Rural Credit and Cooperatives
- b) Self-Help Groups
- c) Governance in Tribal and Scheduled Areas
- d) Rural Development Programmes: IRDP, SGSY, MGNREGA, NRHM

Unit IV: Issues in Rural Governance

- a) Land Reforms and Rural Unrest: Caste, Class and Gender
- b) Governing Elite and Rural Social Change
- c) Village Administration: Stakeholder Committees

Course Code: SPA 5205

Course Title: Decentralization and Rural Governance in India

Credits: 4

CO	OUTCOME STATEMENT	PO	CL	KC	Class Sessions/ Tutorial Hrs.	Lab/ Field Hrs.	Assessment task
CO1	Understand the concept of decentralization and rural development	PO4	Un An Ev	Fa Con	14	00	Assignment
CO2	Understand and analyse the role of Panchayati Raj institutions	PO4 PO3	Re Un An	Fa Con	15	00	Presentation and Discussion
CO3	Analyze the role of resources and rural development programmes	PO3 PO5	Un An Cr	Fa Con	17	00	Case studies and field visits
CO4	Analyse various issues in rural governance	PO2 PO3 PO4	Un Ap An	Fa Con	16	00	Book review and discussion

Suggested Readings:

- i. Bhatnagar (1978), Rural Development in India, Light and Life Publishers, New Delhi.
- ii. Das, Purnendu Sekhar, ed. (2005), Decentralized Planning and Participatory Development, Concept, New Delhi.
- iii. Eade, Deborah (2003), Development Methods and Approaches: Critical Reflections, Kumarian Press, New Delhi.
- iv. Golahait, S.B. (2010), Rural Development Programmes in India: Problems and Prospects, Altar, New Delhi.
- v. Hooja, Rakesh and K.K. Parnani, eds. (2006), Development Administration and Rural Development, Aalekh, New Delhi.
- vi. Jain, Gopal Lal (1997), Rural Development, Mangaldeep, New Delhi.
- vii. Jain, S. P., ed. (2001), Emerging Institutions for Decentralized Rural Development, NIRD, Hyderabad.
- viii. Kapoor, A.K. and Dharamvir Singh (1997), Rural Development Through NGOs, Rawat, Jaipur.
- ix. Krishnamurthy, J. (2000), Rural Development: Challenges and Opportunities, Rawat, Jaipur.

- x. Lalitha, N. (2004), Rural Development in India: Emerging Issues and Trends, Dominant Publishers, New Delhi.
- xi. Maheshwari, S R (1984), Local Government in India, Orient Longman, New Delhi.
- xii. Manohar K. Murali, Seetharama Rao and Janardhan Rao, ed. (1994), Political Economy of Rural Development, Kanishka, New Delhi.
- xiii. Misra, Harekrishna (2011), Governance of Rural Information and Communication Technologies: Opportunities and Challenges, Academic Foundation, New Delhi.
- xiv. Mohanty, Manoranjan, George Mathew, Richard Baum, Rong Ma, eds. (2007), Grassroots Democracy in India and China, Sage, New Delhi.
- xv. Narasaiah, Lakshmi (2003), Approaches to Rural Development, Discovery, New Delhi.
- xvi. Narayana, E.A. (1990), Voluntary Organizations and Rural Development in India, Uppal, New Delhi.
- xvii. Singh, Katar (2009), Rural Development: Principles, Policies and Management, Sage, New Delhi.
- xviii. Singh, Hoshier (1995), Administration of Rural Development in India, Sterling, New Delhi.
- xix. Singh, Satyajit and Pradeep Sharma (2007), Decentralization: Institutions and Politics in Rural India, Oxford, New Delhi.
- xx. Singh, Surat and Mohinder Singh, eds. (2006), Rural Development Administration in the 21st Century, Deep and Deep, New Delhi.
- xxi. Vivek, Saurath (2003), Rural Development: Planning Strategy and Policy Imperatives, Dominant Publishers, New Delhi.

SEMESTER – III

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5301

Course Title: COMPARATIVE AND DEVELOPMENT ADMINISTRATION

Credits: 4

Course Learning Outcomes

CO1– Understand the philosophy of social science Research

CO2 – Understand and Exemplify different methods of research

CO3 – Learn and apply various research designs

CO4 – Understand and apply methods of data collection- the sampling types and techniques

CO5- Introducing various methods of data analysis, role computers in Social Research and how to write a research report

Course Content

UNIT I: Introduction

- a) Nature, Scope, Characteristics and Importance of CPA
- b) Evolution of Comparative Public Administration
- c) International Comparative Public Administration
- d) Critique of Comparative Public Administration

UNIT II: Approaches

- a) Bureaucratic Approach
- b) General Systems Approach
- c) Decision Making Approach
- d) Ecological Approach

UNIT III: CPA: Contribution of F. W. Riggs

- a) Structural-Functional Approach
- b) Theory of Prismatic Society
- c) Development Models

UNIT IV: Comparative Administrative Systems

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

UNIT V: Development Administration

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

Course Code: SPA 5301

Course Title: Comparative and Development Administration

Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs)	Assessment task
CO1	Understand introduction to the subject of Comparative and Development Public Administration	PO2	Un	Co	20	00	Tutorial and Assignment
CO2	Analyze the various approaches to Comparative and Development Administration	PO1, PO2	An	Pr	15	00	Tutorial Assignment Discussions
CO3	Evaluation of contributions of F.W. Riggs to Comparative Public Administration (CPA)	PO1, PO2	Ev	Pr	10	00	Tutorial Assignment Discussions
CO4	Compare and analyze different administrative systems of given nations	PO2, PO5	An	Fa	20	00	Tutorial Assignment Discussions
CO5	Understand the concept of Development Administration inclusively	PO2, PO1	Un	Co	15	00	Tutorial Assignment Discussions

Suggested Readings:

- i. Ali Farazmand,(2001)Handbook of Comparative and Development Public Administration, Marcel Dekker, NY.
- ii. Esman,Milton J.(1970).CAG and the study of public administration. InF. W. Riggs (Ed.) 3.
- iii. The frontiers of development administration(pp.41-71). Durham, North Carolina: Duke University Press.
- iv. Heady,F(1996).Public Administration: A comparative perspective (5thed.).New York: Marcel Dekker.

- v. Heaphey, J. (1968). Comparative Public Administration: Comments on current characteristics. *Public Administration Review*, 28(3),242-249.
- vi. Montgomery, J. (1966). *Approaches to Development politics, Administration and change*, New York: Mc Graw Hill.
- vii. Pai Panandikar, V.A. (1964). *Development Administration: An approach*. *Indian Journal of Public Administration*,10(1),34-44.
- viii. Raphaeli, N. (1967). *Readings in comparative public Administration*, Boston, Massachusetts: Allynand Bacon.
- ix. Riggs,F.W.(1970).*The ecology of a Administration*. Bloomington: Indiana University.
- x. Riggs,F.W. (1956). *Public Administration: A neglected factor in economic Development*.
- xi. *Annals of the American Academy of Political and Social Sciences*, No.305, *Agrarian Societies in Transition* (May1956),70-80.
- xii. Swerdlow,I.(1963).(Ed.)*Development Administration: Concepts and problems*. Syracuse, NewYork: Syracuse University Press.
- xiii. W.E.Weidner (Ed.)(1970),*Development Administration in Asia*, Durham, North Carolina: Duke University Press.
- xiv. Waldo,D.(1963).*Comparative Public Administration prologue, performance and problems*. *Indian Journal of Political Science*, 24(3), 177-216.
- xv. Weidner,W.E.(1970a).(Ed.), *Development Administration in Asia*, Durham, North Carolina: Duke University Press.

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5302

Course Title: RURAL GOVERNANCE IN KERALA

Credits: 4

Course Learning Outcomes

CO1 – Understand the Fundamentals of Rural Governance in Kerala

CO2 – Evaluate the Significance of Participatory Planning Process in Kerala

CO3 – Examine the Fundamentals of Fiscal Decentralisation in Kerala

CO4 – Evaluate the importance of Kudumbashree Mission and Information Kerala Mission

Course Content

Unit-I: Dynamic of Grass Root Governance in Kerala

Evolution of Rural Governance in Kerala- Participatory Governance in political and Administrative level- Emerging Trends in Rural Governance- Kerala Panchayat Raj Act 2014- People's Planning- PRIs and Democratic Decentralisation in Kerala

Unit II- Local Self Government System in Kerala

Institutions of Local Governance-Local Government Structure in Kerala- Administrative Mechanisms of Governance and Oversight Institutions- Nature and Scope of LSG institutions- Functions of Local Governments- Committees and Participatory Forums- -Local governance and delivery of Public Services - Non-Governmental Support systems- Social Capital and governance in Kerala- New Institutional Mechanisms- Institutional Reforms-

Unit III- PRIs and State Government

Administrative and Fiscal Relations- Fiscal Decentralisation in Kerala- Panchayat Finance- Issues in Fiscal Decentralisation- Resource Generation-Budget procedure and Transfer of Funds-Planning and Implementation

Unit IV- Rural Governance and Development

Marginalisation, Poverty and Decentralisation- PRIs and Social Security- Gender and Governance in Rural Kerala- Kudumbashree and SHGs- Gender mainstreaming Programmes- PRIs and Management of Natural Resources-Rural initiatives in Kerala for the Development of Weaker Sections- Women in Local Governance

Unit V: E governance initiatives in Rural Governance:

Role of Information Kerala Mission-Local Governance challenges before Kerala- Problems and issues in governance of Rural Kerala

Course Code: SPA 5302
Course Title: Rural Governance in Kerala
Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the Fundamentals of Rural Governance in Kerala	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Evaluate the Significance of Participatory Planning Process in Kerala	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Examine the Fundamentals of Fiscal Decentralisation in Kerala	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Evaluate the importance of Kudumbashree Mission and Information Kerala Mission	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings:

- i. Bandhopadyaya D (1997) People's Participation in Planning: Kerala Experiment. Economic and Political Weekly, 27 September:2450–54
- ii. Chathukulam J, John MS (2002) Five Years of Participatory Planning in Kerala: Rhetoric and Reality. Economic and Political Weekly, 7 December
- iii. Chaudhuri S, Harilal KN, Heller P (2004) Does Decentralization Make a Difference?: A Study of the People's Campaign for Decentralised Planning in the Indian State of Kerala. Project Report, Centre for Development Studies, Thiruvananthapuram
- iv. Das MK (2000) Kerala's Decentralized Planning: Floundering Experiment. Economic and Political Weekly, 2 December:4300–03
- v. Franke WR, Chasin HB (1992) Kerala: Development Through Radical Reform. Promilla Publishers, New Delhi
- vi. Franke R, Chasin B (1997) Power to the Malayalee People. Economic and Political Weekly 31
- vii. George KK (1993) Limits to Kerala Model of Development: An Analysis of Fiscal Crisis and Its Implications. Centre for Development Studies, Thiruvananthapuram

- viii. Heeks, R. (1999). *Reinventing government in the information age*. London: Routledge.
- ix. Heller P (1996) Social Capital as Product of Class Mobilisation and State Intervention: Industrial Workers in Kerala, India. *World Development* 24
- x. Isaac Thomas TM, Franke RW (2000) *Local Democracy and Development: People's Campaign for Decentralized Planning in Kerala*. Left Word, New Delhi
- xi. Isaac Thomas TM, Harilal KN (1997) Planning for Empowerment: People's Campaign for Decentralized Planning in Kerala. *Economic and Political Weekly*, January:53–58.
- xii. Krishnan, C. (2009). Information communication technology and governance in Kerala. In K. Rajan (Ed.), *Kerala economy: Trends during the post reform period*. New Delhi: Serials Publication
- xiii. Mohan Kumar S (2002) From People's Plan to Plan Sans People. *Economic and Political Weekly* 37:1492–97
- xiv. Nair GND (2000) People's Planning in Kerala: A Case Study of Two Village Panchayats. Kerala Research Programme on Local Level Development Discussion Paper No 16, February, Centre for Developing Studies, Thiruvananthapuram
- xv. Oommen, M A (2006), —Fiscal Decentralisation to the Sub-State Level Governments, *Economic and Political Weekly*, Vol. XLI, No. 10 [13].
- xvi. Rajasekharan, K (2008), —Local Government Finance in Kerala, In M R Biju (ed), *Financial Management of Panchayati Raj System*, New Delhi :Kanishka
- xvii. Ramachandran VK (1996) On Kerala's Development Achievements. In: Dreaze J, Sen A (eds) *Indian Development: Selected Regional Perspectives*. Oxford University Press, New Delhi
- xviii. Rehman K, Rehman MM (1998) *Participation in Rural Development*. International Labour Office, Geneva
- xix. State Finance Commission (2001) *Second State Finance Commission Report, Kerala, Part-I*. Government of Kerala, Thiruvananthapuram
- xx. UNDP (1993) *Human Development Report*. Oxford University Press, New York

SEMESTER – IV

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5401

Course Title: PUBLIC FINANCIAL GOVERNANCE IN INDIA

Credits: 4

Course Learning Outcomes

CO1 – *Finance is the fuel for the engine of public administration and it was defined as government is finance. This is quite correct, because almost everything the government does, require money; Student can understand the significant of the financial activities, evolution, meaning, Understanding nature etc.*

CO2 – *Understand the basic concepts and relevancy of the budget machineries involved in the collection, custody, and expenditure of public revenue at various levels of government.*

CO3 – *Understand about the public budget meaning, purpose and Significance, budget Preparation, enactment and Execution, also understand types of budget etc.*

CO4 – *Understand about the tax governance in India, principles of Taxation and Tax Administration in India.*

CO5 – *Understanding the accounting and audit reforms in India and understand the audit types. Understand about the Parliamentary financial committees and Comptroller & Auditor-General of India.*

Course Content

UNIT- I: Introduction

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

UNIT- II: Budget and Governance

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

UNIT- III: Financial Management in India

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

UNIT- IV: Tax Governance

- a) Tax Governance in India
- b) Principles of Taxation and Tax Administration in India
- c) Priorities for Improving Tax Governance, and GST

UNIT- V: Control over Finances

- a) Accounting and Audit Reforms in India
- b) Types of Audit- Internal and External Audit- Standards of Public Accounting
- c) Parliamentary Financial Committees and Comptroller & Auditor-General of India

Course Code: SPA 5401**Course Title: Public Financial Governance in India****Credits: 4**

CO	Outcome Statement	PO/ PSO	CL	KC	Class session (Approx. Hrs.)	Lab/Field visits (Hrs.)	Assessment Task
CO1	Students able to understand the origin, nature and importance and characteristic features of budget	PO 1	Un	Co		00	Tutorial, Discussion, and Assignment
CO2	Students able to understand the basic concepts and relevancy of the budget machineries involved in the collection, custody, and expenditure of public revenue at various levels of government.	PO2	Un Ap Co	Co Pr		00	Tutorial, Discussion, and Assignment
CO3	Students able to understand about the public budget meaning, purpose and Significance, budget Preparation,	PO3	Un An Ap Co	Co		00	Tutorial, Discussion, and Assignment

	enactment and Execution, also understand types of budget etc.						
CO4	Students able to understand about the tax governance in India, principles of Taxation and Tax Administration in India.	PO4	Un An Co	Co		00	Tutorial, Discussion, and Assignment
CO5	Students able to understanding about the accounting and audit reforms in India and understand the audit types. Understand about the Parliamentary financial committees and Comptroller & Auditor-General of India.	PO5	Un Co	Co			Tutorial, Discussion, and Assignment

Suggested Readings:

- i. Brigham Eugene F. (2011), Financial Management: Theory and Practice, Cengage Learning India.
- ii. CABRI/OECD (2008) Survey of budget practices and procedures. OECD.
- iii. Campos E & Pradhan S (1995) Budgetary Institutions and expenditure outcomes. Washington DC: WB.
- iv. Carlos ,Santiso(2009) The Political Economy of Government Auditing, Taylor and Francis
- v. Chen Greg G et. al (Eds) (2008), Budget Tools: Financial Methods in the Public Sector, CQ Press.
- vi. Government of India, Second Administrative Reforms Commission, Fourteenth Report, Strengthening Financial Management, Systems, April 2009.
- vii. L.K.Jha (1986), Economic Administration in India – Retrospect’s and Prospect, New Delhi: IIPA
- viii. Lee Robert D. Jr., et al (Eds) (2007), Public Budgeting Systems, Jones & Bartlett Learning.
- ix. Mahajan Sanjeev Kumar and AnupamaPuri Mahajan (2014), Financial Administration in India, PHI Learning, Delhi
- x. Mikesell,John (2010), Fiscal Administration, Cengage Learning.
- xi. Pritchard W (2010) Taxation and state building: Towards a governance focused tax reform agenda.

- xii. IDS Working Paper
- xiii. R.K. Lekhi and Jogindersingh(2013), Public Finance, Kalyani Publishers, New Delhi.
- xiv. Rabin Jack, W. Bartley Hildreth, Gerald J. Miller (2006) Handbook of Public Financial Management, Taylor & Francis Group.
- xv. Sharma M.K. (2006), Financial Administration, Anmol Publications, New Delhi.
- xvi. Steppan J. Beiley (1995), Public Sector Economics: Theory, Policy and Practice, London
- xvii. Wang Xiaohu (2010), Financial Management in the Public Sector: Tools, Applications, and Cases, M. E. Sharpe.

DISCIPLINE CORE COURSE (DCE)

Course Code: SPA 5402

Course Title: PROJECT WORK

Credits: 4

Course Learning Outcomes

CO1– To prepare synopsis on a topic selected

CO2– Collection of secondary data and literature review

CO3– Questionnaire preparation and field visits to collect primary data

CO4 – Analyse the data collected

CO5– understand report writing

Course Content

Unit I: Synopsis Preparation

Selection of topic, different stages of synopsis preparation

Unit II: Collection of secondary data and literature review

Secondary data collection from libraries and web sources, preparing literature review

Unit III: Questionnaire preparation and field visits to collect primary data

Preparing questionnaire, pilot study and survey

Unit IV: Data Analysis

Analyse the collected data using statistical methods and techniques

Unit V: Report Writing

Title page, Certificate, Preface with Acknowledgement (Acknowledgement is not mandatory) and Contents with page numbers, Introduction, chapters, conclusion and List of Selected Bibliography

Course Code: SPA 5402
Course Title: Project Work
Credits: 4

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session /Field visits (Hrs.)	Assessment task
CO1	To prepare synopsis on a topic selected	PO1	Un	Co		00	Tutorial/synopsis preparation
CO2	Collection of secondary data and literature review	PO2 PO5	Ap	Pr		10	writing literature review
CO3	Questionnaire preparation and field visits to collect primary data	PO2 PO4	Ap	Pr		15	Preparation of questionnaire
CO4	Analyse the data collected	PO1 PO5 PSO3	Ap	Pr		10	Write your Research Report
CO5	understand report writing	PO1 PO3	Ap	Pr		00	Writing the project report

ELECTIVE COURSES

DISCIPLINE SPECIFIC ELECTIVE (DSE)

Course Code: SPA 5002

Course Title: CIVIL SERVICES IN INDIA

Credits: 3

Course Learning Outcomes

CO1 – Understand the concepts, evolution and significance of Civil Services in India

CO2 – Examine the Constitutional Status of Civil Service

CO3 – Evaluate the Technological advances in the Changing Nature of Civil Service

CO4 – Understand Civil Services under Globalisation

COURSE CONTENT

UNIT – I: CIVIL SERVICES: Concept and Evolution

- a. Concept, Evolution and Significance of Civil Services
- b. Classification of Civil Services in India
- c. Constitutional Status

UNIT – II: Bureaucracy – Changing Times

- a. Weberian Bureaucracy under Challenge – Pandemic Era
- b. Civil Service: Neutrality
- c. Relationship between Politician and Civil Servants

UNIT – III: Personnel Administration

- a. Recruitment
- b. Training
- c. Promotion
- d. Disciplinary Procedure

UNIT – IV: Civil Services – Citizenry Interface

- a. Civil Society and Administration
- b. Technology in Public Services
- c. Ethics and Accountability

UNIT – V: Indian Civil Service: Major Issues

- a. Civil Service under Globalisation
- b. Issues before the Civil Servants
- c. Civil Service Reforms

Course Code: SPA 5002
Course Title: Civil Services in India
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the concepts, evolution and significance of Civil Services in India	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Examine the Constitutional Status of Civil Service	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Evaluate the Technological advances in the Changing Nature of Civil Service	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Understand Civil Services under Globalisation	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- (i) Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London. Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi
- (ii) Farazmand, Ali (1994), Handbook of Bureaucracy, Taylor & Francis, New York
- (iii) Flippo Edwin B., (1976), Principles of Personnel Management, McGraw-Hill
- (iv) Goel, S.L.& Rajneesh, Shalini(2003), Public Personnel Administration, Deep & Deep, New Delhi
- (v) Government of India, Second ARC, Tenth Report on 'Refurbishing of Personnel Administration'
- (vi) Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, New York.
- (vii) Jain, R.B. (1994), Aspects of Personnel Administration, IIPA, New Delhi
- (viii) Maheswari Sriram (2005), Public Administration in India: The higher Civil Service,

Oxford University Press, New Delhi

- (ix) Naff, Katherine C., Norma M. Riccucci, (2014), *Personnel Management in Government: Politics and Process* (Seventh Edition), CRC, Taylor & Francis, New York.
- (x) Riccucci, Norma (2007), *Public Personnel Administration and Labour Relations*, M.E. Sharpe, New York. Shafritz,
- (xi) Jay M et.al. (2001), *Personnel Management in Government*, Marcel Dekker, New York.
- (xii) Stahl O. Glenn (1983), *Public Personnel Administration*, Harper & Row.
- (xiii) Tead, Ordway (1920), *Personnel Administration*, University of California Libraries

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5003

COURSE TITLE: HUMAN RIGHTS AND ADMINISTRATION

CREDITS: 3

Course Learning Outcomes

CO1 – Understand the Origin and Evolution of Human Rights

CO2 – Examine the Theories and Constitutional Status of Human Rights

CO3 – Evaluate the Functioning of Human Rights Commission and Forums

CO4 – Understand Constitutional Remedies for Violation of Human Rights

COURSE CONTENT

Unit I: Introduction

- a. Origin and History of Human Rights
- b. Nature and Scope of Human Rights and Indian context
- c. Relation and dichotomy with Human Duties

Unit II: Theories and Generations

- a. Theories of Human Rights
- b. Classification of Human Rights
- c. Emerging areas of Human Rights

Unit III: Human Rights: Constitutional Perspective

- a. Preamble
- b. Fundamental Rights and Directive Principles of State Policy
- c. Constitutional Remedies for Violation of Human Rights

Unit IV: Administration of Human Rights

- a. National Human Rights Commission (NHRC) and State Human Rights Commissions (SHRCs)
- b. Human Rights Courts, Non-Governmental Actors and Whistle Blowers
- c. Lok Pal and Lok Ayukta
- d. Directorate of Public Grievances and Consumer Forums

Course Code: SPA 5003
Course Title: Human Rights and Administration
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the Origin and Evolution of Human Rights	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Examine the Theories and Constitutional Status of Human Rights	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Evaluate the Functioning of Human Rights Commission and Forums	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Understand Constitutional Remedies for Violation of Human Rights	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- (i) Mary Ann Glendon, A World Made New: Eleanor Roosevelt and the Universal Declaration of Human Rights, Random House Trade, 2002
- (ii) Rosa Freedman, The United Nations Human Rights Council: A Critique and Early Assessment (Routledge Research in Human Rights Law), Routledge, 2013
- (iii) Luisa Blanchfield, The United Nations Human Rights Council: Issues for Congress, BiblioGov, 2013
- (iv) Hilary Charlesworth, Human Rights and the Universal Periodic Review: Rituals and Ritualism, Cambridge University Press, 2015
- (v) Ann Marie Clark, Diplomacy of Conscience: Amnesty International and Changing Human Rights Norms, Princeton University Press, 2001
- (vi) Aarti Singh and Shivani Singh, National Human Rights Commission: Prevention of Human Rights Violation, LAP LAMBERT Academic Publishing, 2014
- (vii) Human Rights Watch World Reports, Seven Stories Press (2008-13)
- (viii) Leonard Besselink, Human Rights Commissions and Ombudsman Offices: National

- Experiences Throughout the World, Springer, 2001
- (ix) Martine Boersma (Editor), Hans Nelen (Editor), Corruption & Human Rights: Interdisciplinary Perspectives (Maastricht Series in Human Rights), Intersentia, 2010
 - (x) Parsa Venkateshwat Rao, Lokpal: Facts & Arguments, Har-Anand Publications Pvt. Ltd 2011
 - (xi) R. K. Dhawan, Public Grievances and the Lokpal, Synergy Books India, 2012
 - (xii) C. Raj Kumar, Corruption and Human Rights in India: Comparative Perspectives on Transparency and Good Governance, Oxford University Press, 2012
 - (xiii) Prashant Sharma , Democracy and Transparency in the Indian State: The Making of the Right to Information Act, (Routledge/Edinburgh South Asian Studies Series), Routledge, 2014
 - (xiv) Christina M. Akrivopoulou , Nicolaos Garipidis (Editors), Human Rights and Risks in the Digital Era: Globalization and the Effects of Information Technologies, IGI Global, 2012
 - (xv) William T Gormley and Steven J Balla, Bureaucracy and Democracy: Accountability and Performance, CQ Press College, 2012
 - (xvi) Bard Andreassen and Stephen P. Marks, Development as a Human Right: Legal, Political and Economic Dimensions, Intersentia, 2010
 - (xvii) Micheline Ishay, The History of Human Rights: From Ancient Times to the Globalization Era, University of California Press, 2004 51
 - (xviii) Lynn Hunt, Inventing Human Rights: A History, W. W. Norton & Company, 2008
 - (xix) Dr. S. Mehartaj Begum, Human Rights in India – Issues and Perspectives, APH Publishing Corporation, New Delhi, 2000.
 - (xx) Akira Iriye, Petra Goedde and William I. Hitchcock, The Human Rights Revolution: An International History (Reinterpreting History), Oxford University Press, 2012

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5004

COURSE TITLE: LAW, ETHICS and GOVERNANCE

CREDITS: 3

Course Learning Outcomes

CO1 – Understand Evolution and Fundamentals of Law and Administration

CO2 – Examine the Legal and Administrative Process in the Execution of Law

CO3 – Evaluate the Basic Concepts of Governance and Ethics

CO4 – Understand Quasi – Judicial Governance

COURSE CONTENT

UNIT – I: Legal Foundations

- a. Fundamentals of Administrative Law
- b. Relationship between Law and Administration
- c. Governance as Execution of Law – Values and Context of Legal and Administrative Process
- d. Constitution, Rule of Law and Administrative Law – French, British and German Contexts

UNIT - II: Law and Governance

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

UNIT – III: Governance and Ethics

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

UNIT - IV: Quasi-Judicial Governance

- a. Administrative Tribunals
- b. National Water Tribunal
- c. National Green Tribunal
- d. Women Protection: Criminal Law (Amendment) Act, 2013 (Nirbhaya Act)

Course Code: SPA 5004
Course Title: Law, Ethics and Governance
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand Evolution and Fundamentals of Law and Administration	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Examine the Legal and Administrative Process in the Execution of Law	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Evaluate the Basic Concepts of Governance and Ethics	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Understand Quasi – Judicial Governance	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- (i) Appleby Paul H (1952), *Morality and Administration in Democratic Government*, Baton Rouge, Louisiana State University Press
- (ii) Aradhe, Alok and GP Singh (2013), *Principles of Administrative Law*, Lexis Nexis.
- (iii) Barnwal SP (1993), *Ethics in working India-Tradition in relation to Manand society*, IIPA, New Delhi
- (iv) Bentham Jeremy (1948), *Introduction to Principles of morals and legislation*, NewYork1948
- (v) Boulding Kenneth E (1968), *Beyond Economics—essays in society, religion and ethics*, Ann Arbor
- (vi) Cane, Peter (2011), *Administrative Law*, Oxford University Press, New York.
- (vii) Chapman Richard (Ed) (2000), *Ethics in Public Service for the New Millennium*, Aldershot,
- (viii) Ashgate Chkrabarty S K (1998), *Values and ethics for organization- Theory and practice– OUP, New Delhi*
- (ix) Fredrickson HG and Ghere R K (Ed) (1999), *Ethics in Public Management*, New York,
- (x) M E Sharp Friedmans (2010), *Administrative Law*, Har court Professional Publishing.

- (xi) Goodnow, Frank Johnson (2013), Comparative Administrative Law an Analysis of the Administrative Systems National and Local, of the United States, England, France and Germany, Making of Modern Law, Gale.
- (xii) Krishnaswamy, Sudhir (2011), Democracy and Constitutionalism in India: A Study of the Basic Structure Doctrine, OUP
- (xiii) McGarry, John (2013), Constitutional and Administrative Law, Routledge
- (xiv) Rosenbloom, David., et.al (ed). (1977), Public Administration and Law, Marcel Dekker.
- (xv) Second AdministrativeReformsCommission,1 and 2 nd Reports
- (xvi) Sharma, Manoj (2004), Indian administrative law, Anmol Publisher, New Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5005

COURSE TITLE: E-GOVERNANCE

CREDITS: 3

Course Learning Outcomes

CO1 – Understand Evolution and Fundamentals of Law and Administration

CO2 – Examine the Legal and Administrative Process in the Execution of Law

CO3 – Evaluate the Basic Concepts of Governance and Ethics

CO4 – Understand Quasi – Judicial Governance

COURSE CONTENT

UNIT- I: Introduction

- a. Governance in Digital Age -Introduction of ICT in administration
- b. Meaning, Scope and Importance of E-Governance
- c. Evolution of E-Governance

UNIT – II: Concepts

- a. Perspectives and Theories of E-Governance
- b. Models of E-Governance (the General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model)
- c. National E-Governance Plan

UNIT – III: Cases

- a. E-Literacy: ‘Akshaya’ in Kerala
- b. Electronic Citizen Services: A Comparative Outlook
- c. Digitalization of Land Records Administration: ‘Bhoomi’ in Karnataka
- d. Automizing District Administration: The E-District project

UNIT– IV: Issues

- a. E-Readiness
- b. Digital Divide (Gender, Geographic, Economic, Social and Political)
- c. E-Governance – Critical Factors (Technology, People, Process, Resources, Infrastructure, Nature of PPP models)
- d. E- Governance: Issues and Challenges

Course Code: SPA 5005
Course Title: E-Governance
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs)	Assessment task
CO1	Understand the significance and evolution of e-governance	PO1	Un	Co	20	00	Tutorial and Assignment
CO2	Analyse the theory and practice of e-governance	PO1 PO3	An	Co	20	00	Tutorial Assignment Discussion
CO3	Evaluate the emerging cases of e-governance implementation in India	PO3 PO5	Un	Co	20	00	Tutorial Assignment Discussions
CO4	Examine the issues and challenges of e-governance in India	PO4 PO5	Ev	Co	20	00	Tutorial Assignment Discussions

Suggested Readings

- i. Bellamy, Christine, and John, A. Taylor, (1998), *Governing in the Information Age*, Buckingham, Open University Press.
- ii. Bhatnagar, S.C. (2004) *E-Government – from Vision to Implementation: A practical guide with case studies*, Sage Publications, New Delhi.
- iii. Bhatnagar, S.C. (2009) *Unlocking E-Government Potential: Concepts, cases and practical insights*, Sage Publications, New Delhi.
- iv. Bouwman, Harry, and et.al., (2005), *Information and Communication Technology in Organisations*, Sage Publications, London.
- v. Heeks, R. (2006) *Implementing and Managing eGovernment: An international text*, Sage
- vi. Marchionini, G., (1995), *Information Seeking in Electronic Environments*, New York, The Press Syndicate of the University of Cambridge, USA.
- vii. Michael E. Milakovich, (2012), *digital governance - New Technologies for improving Public Service an Participation*, Routledge, Taylor and Francis group, New York.
- viii. Pardhasaradhi, Y. (et.al) (2009), *E-Governance and Indian Society: An Impact of Study*, Kanishka, New Delhi.
- ix. Satyanarayana, J, (2004), *E-Government: The Science of the Possible*, PHI Learning Pvt Ltd, New Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5006

COURSE TITLE: MEASURING GOVERNANCE

CREDITS: 3

Course Learning Outcomes

CO1 – Evaluate various methodologies of Measuring Governance

CO2 – Understand the Basics about Human Development Indicators and Corruption Perception Index

CO3 – Analyse Models of Measuring Governance

CO4 – Understand Various Measuring Governance Agencies

COURSE CONTENT

UNIT - I: Introduction: Measuring Governance

- a. Need and Significance
- b. Methodological Plurality
- c. Inadequacy of Existing Measurement

UNIT - II: World Wide Governance Indicators (WGI)

- a. Voice and Accountability
- b. Political Stability and Absence of Violence
- c. Government Effectiveness and Regulatory Quality
- d. Rule of Law and Control of Corruption

UNIT - III: Models of Measuring Governance

- a. Procedural Measure
- b. Capacity Measure
- c. Output Measure
- d. Autonomy Measure

UNIT - IV: Measuring Governance Agencies

- a. UNDP Human Development Report: Human Development Index
- b. Transparency International: Corruption Perceptions Index – Global Corruption Barometer
- c. Global Integrity: Innovations for Transparency and Accountability

Course Code: SPA 5006
Course Title: Measuring Governance
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Evaluate various methodologies of Measuring Governance	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Understand the Basics about Human Development Indicators and Corruption Perception Index	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Analyse Models of Measuring Governance	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Understand Various Measuring Governance Agencies	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- (i) Ali Farazamand (2004), Sound Governance: Policy and Administrative Innovations, Praeger Publishers, West Port.
- (ii) Bevir, Mark, 2013, The Sage Handbook of Governance, Sage Publications Ltd, London.
- (iii) Francis Fukuyama (2013), What is Governance? Working Paper 314, Center for Global Development, NW, Washington, DC.
- (iv) Kathe Callahan (2007), Elements of Effective Governance: Measurement, Accountability and Participation, CRC Press, Taylor and Francis Group, Boca Raton.
- (v) Katherine Berscha and Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, European Journal of Development Research Vol. 26,

- (vi) Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), "Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance." Policy Research, Working Paper 3712. World Bank, Washington, D.C.
- (vii) Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), Governance Matters VIII: Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington, DC, World Bank.
- (viii) Shantayanan Devarajan (2008), Two Comments on "Governance Indicators: Where Are We, Where Should We Be Going?" by Daniel Kaufmann and Aart Kraay, The World Bank Research Observer, vol. 23, No. 1 (Spring), pp. 31-36

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5007

COURSE TITLE: URBAN GOVERNANCE IN INDIA

CREDITS: 3

Course Learning Outcomes

CO1 – Evaluate various methodologies of Measuring Governance

CO2 – Understand the Basics about Human Development Indicators and Corruption Perception Index

CO3 – Analyse Models of Measuring Governance

CO4 – Understand Various Measuring Governance Agencies

Course Content

Unit I: Urbanization and Urban Strategies

- a. Urbanization Trends and Challenges
- b. Good Urban Governance – Concept and Principles
- c. Urban Policies and Strategies
- d. AMRUT, SMART City and ‘Swach Bharat’ models

Unit II: Urban Governance

- a. Urban Local Bodies - Forms and Functions - Councils and Committees
- b. Municipal Finance Framework & Municipal Financial Management
- c. Metropolitan Governance
- d. Urban E-Governance

Unit III: Urban Poverty

- a. Concept, Trends and, Strategies
- b. Urban Poverty Programmes
- c. Urban Housing
- d. Institutional Arrangement for Urban Poverty Reduction

Unit IV: Administration of Urban Services

- a. Administration of Development Programmes
- b. Water supply, drainage, sewerage, sanitation, and solid waste management
- c. Urban Transportation
- d. Urban Environment and Knowledge Management

Course Code: SPA 5007
Course Title: Urban Governance in India
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs.)	Assessment task
CO1	Understand the concept and trends of urbanization in India	PO1	Un	Co	20	00	Tutorial and Assignment
CO2	Analyse the theory and practice of decentralized urban governance in India	PO1 PO2	An	Co	20	00	Tutorial Assignment Discussion
CO3	Evaluate the status of urban poverty in India	PO1 PO2	Ev	Co	20	00	Tutorial Assignment Discussions
CO4	Examine the urban development programmes in India	PO2 PO5	Ev	Co	20	00	Tutorial Assignment Discussions

Suggested Readings:

- (i) Aziz Abdul (ed.), (1996), Decentralised Governance in Asian Countries, Sage New Delhi.
- (ii) Baud, Isa S A, J De Wit (2009), New Forms of Urban Governance in India: Shifts, Models, Networks and Contestations, SAGE Publications. Bhattacharya, Mohit (1976), Management of Urban Government in India, Uppal, New Delhi
- (iii) Burns, Danny et. al. (1994), The Politics of Decentralization: Revitalizing Local Democracy Macmillan, London, Chaturvedi T.N. and Abhijit Datta (1984), Local Government, IIPA, New Delhi.
- (iv) Devas Nick (2004), Urban Governance Voice and Poverty in the Developing World, Routledge. Maheshwari, S.R. (2003), Local Government in India, Lakshmi Narain Aggarwal, Agra.
- (v) Oakley Peter (1991), Projects with People: The Practice of Participation in Rural Development, I.L.O., Geneva. Oakley Peter, et. Al (1984), Approaches to participation in Development, I.L.O., Geneva.
- (vi) Pierre, Jon (2011), The Politics of Urban Governance: Rethinking the Local State, Palgrave MacMillan.
- (vii) Prasad, R N(2007), Urban Local Self-Government in India ; With Reference to North-Eastern States, Mittal Publications. Rao,
- (viii) C. Nagaraja (2007), Accountability of Urban Local Governments in India, Atlantic, New Delhi
- (ix) Sivaramakrishanan K.C., et. al. (1993), Urbanisation in India: Basic Services and People's Participation, ISS, New Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE)
COURSE CODE: SPA 5008
COURSE TITLE: RURAL DEVELOPMENT IN INDIA
CREDITS: 3

Course Learning Outcomes:

- CO1 – Understand the concept and approaches of Rural Development*
- CO2 – Discuss about rural development problems*
- CO3 – Analyse the linkages between rural development and Local Self Government*
- CO4–Examine rural transformation through Panchayati Raj*
- CO5 – Assess current trends of rural development programs and strategies*
- CO6 –Analyse the role of NGOs in Rural Development*

Course Content

Unit I: Definition, Approaches and Scope of Rural Development in India

- (a) Meaning of Rural Development, Definition, Features,
- (b) Approaches - Broad Front, Sectoral, Area, Target Group, Integrated, Holistic;
- (c) Scope of Rural Development

Unit II: Rural Development Problems

- (a) Rural Poverty, Rural Unemployment, Rural Housing, Human Resources
- (b) Major Concerns in HRD in Rural Areas
- (c) Measures for Improving Levels of HRD in Rural Areas.

Unit III: Linkages between Rural Development and Local Self Government

- (a) Evolution of Local Self Government in India
- (b) Constitutional Status – Mehta Committees – 64th Constitutional Amendment Bill, 73rd Constitutional Amendment Act
- (c) Progress of PRIs after the Constitutionalisation.

Unit IV: Social Transformation and Rural Development

- (a) Factors of Social Transformation in Rural Areas, Trends in Rural Change, Emerging Village Leadership
- (b) Its Patterns, Problems
- (c) Socio-Cultural Barriers of Rural Development
- (d) Elite Capture in Rural Development Programs.

Unit V: Current Trends of Rural Development Programs and Strategies

- (a) Swarna Jayanthi Gram Swarojgar Yojana,
- (b) MGNREGS,
- (c) National Rural Health Mission (NRHM),
- (d) Social Security for Unorganised Workers

Unit VI: NGOs and Rural Development

- (a) Types of NGOs, Role of NGOs in Rural Development
- (b) Interface between GOs and NGOs,
- (c) Social Help Group
- (d) Corporate Social Responsibility at Rural Areas.

Course Code: SPA 5008

Course Title: Rural Development in India

Credits: 3

CO	Outcome Statement	PO	CL	KC	Class Sessions/ Tutorial Hrs.	Lab/ Field Hrs.	Assessment task
CO1	Understand the concept and approaches of Rural Development	PO4	Un An Ev	Fa Co n	14	00	Assignment on concept and approaches of Rural Development
CO2	Discuss about rural development problems	PO4 PO3	Re Un An	Fa Co n	15	00	Presentation and Discussion
CO3	Analyse the linkages between rural development and Local Self Government	PO3 PO5	Un An Cr	Fa Co n	17	00	Case studies and field visits
CO4	Examine rural transformation through Panchayati Raj	PO2 PO3 PO4	Un Ap An	Fa Co n	16	00	Book review and discussion
CO5	Assess current trends of rural development programs and strategies	PO3 PO4	Un An Ev	Fa Co n	15	00	Assignment and discussion
CO6	Analyse the role of NGOs in Rural Development	PO2 PO3 PO4	Re Un Cr	Fa Co n Mc	13	00	Presentation and discussion

Suggested Readings:

- i. Singh, Katar (2000). Rural Development: Principles, Policies and Management, Sage, New Delhi.
- ii. Satya Sundaram (2002). Rural Development, Himalaya, Mumbai.
- iii. Pal, Mahi (1998). Panchayats in Election Manifestos: A Comparative Analysis, EPW, Vol. 33 (12): 631-632.
- iv. World Bank (1992). Gender and Poverty in India, Washington, D C.
- v. Sreedhar, G. & Dasaratharamaiah (2006). "Farmers Committing Suicide", International Journal of Women, Social Justice and Human Rights, Vol. 1 No. 1.
- vi. Rajasekhar D (2004) Poverty Alleviation Strategies of NGOs, Concept, New Delhi
- vii. Rajasekhar D. (2004) Micro Finance and Poverty Alleviation Issues Relating to NGO Programms in South India, ISEC Working Paper No. 146

- viii. Sreedhar G & Rajasekhar D (2014). Rural Development in India: Strategies and Processes, Concept, New Delhi.
- ix. UNDP (2014) Human Development Report, Oxford University Press, New York
- x. Heeks, R(1999) Reinventing Government in the Information Age, Routledge, London
- xi. Das M K (2000) Kerala's Decentralised Planning: Floundering Experiment, EPW, 2 December, 4300 – 03
- xii. M.R.Biju, Dynamics of New Panchayati Raj System; Reflections and Retrospections, Kanishka, 1998.
- xiii. M.R.Biju, Resurgent Rural India; Decade after the Constitutionalisation of Panchayati Raj, Authors Press, 2007.

DISCIPLINE SPECIFIC ELECTIVE (DSE)
COURSE CODE: SPA 5009
COURSE TITLE: PUBLIC POLICY IN DISASTER MANAGEMENT
CREDITS: 3

Course Learning Outcomes:

CO1 – Understand the concept of Disaster Management

CO2 – Discuss elaborately on various Policies, programmes and institutional mechanisms for disaster management in India

CO3 – Analyse the Climate change Policy of India and Kerala

CO4 – Analyse the Flood Management Policy of India and Kerala

Course Content

Unit I:

Disaster Management- meaning- nature- significance- Concepts- Disaster-Emergency- Risk-Crisis- Hazard-Vulnerability- Types of Disasters- Natural and Man-made disasters- Disaster Management Cycle-preparedness-crisis-response-recovery (rehabilitation and resettlement)-prevention (mitigation)

Unit II:

Disaster Management- Legal - Institutional Mechanisms- Disaster Management Act 2005 & 2009- Disaster Management Authority at National, State and District levels- Roles and responsibilities of Govt. Authorities including Local Self Govt.- National/State Disaster Response Force- National Institute of Disaster Management (NIDM); Disaster Management Centres (DMC) in every State; Centres of Excellence.

Unit III:

Climate Change Policy- Climate change- concept-causes-impact- India's International Commitments on Climate Change- National Action Plan on Climate Change (NAPCC, 2008) - Kerala State Climate change policy - Gender and Climate Change Policy

Unit IV:

Flood Management Policy- flood- causes-impact- Institutions- National Flood Commission 1976- Central Water Commission (CWC) - Ganga Flood Control Commission (GFCC) - Brahmaputra Board- India Meteorological Department - National Remote Sensing Centre- National Commission for water resources 1999 - National water policy 2012- Flood management in Kerala- flood vulnerability- Integrated flood management- problems in Dam management- measures to control floods- Integrated Water Resource Management (IWRM)- Urban and Rural flood issues

Course Code: SPA 5009

Course Title: Public Policy in Disaster Management

Credits: 3

CO	Outcome Statement	PO/PS O	CL	KC	Class Sessions (approx.) (Hrs.)	Lab/Fiel d visits (HRS.)	Assessment task
CO1	Understand the concept of Disaster Management	PO3	Un An	Con Pr	13		Assignment on the concept and significance of disaster management
CO2	Discuss elaborately on various Policies and programmes for disaster management in India	PO3 PO5	Un An Ev	Con	14		Assignment on disaster management system in India Tutorial on reading articles on different policies and programmes for disaster management in India
CO3	Analyse the Climate change Policy of India and Kerala	PO4	An Ev	Fa Pr	16		Discussions, debates, practical sessions and assignments on analysis of Climate change Policy of India and Kerala
CO4	Analyse the Flood Management Policy of India and Kerala	PO5	An	Mc	15		Discussions, debates, practical sessions and assignments on analysis of Flood Management Policy of India and Kerala

Suggested Readings:

- i. Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012)
- ii. Coppola D P, 2007. Introduction to International Disaster Management, Elsevier Science (B/H), London.
- iii. Disaster Management Act 2005, Publisher by Govt. of India
- iv. Publications of National Disaster Management Authority (NDMA) on Various Templates and Guidelines for Disaster Management
- v. High Power Committee Report, 2001, J.C. Pant

- vi. Gupta A.K., Niar S.S and Chatterjee S. (2013) Disaster management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
- vii. Murthy D.B.N. (2012) Disaster Management, Deep and Deep Publication PVT. Ltd. New Delhi.
- viii. Modh S. (2010) Managing Natural Disasters, Mac Millan publishers India LTD.
- ix. Schneider, Sandra K (1995) Flirting With Disaster: Public Management in Crisis Situations, Armonk, NY: M.E. Sharpe
- x. Sharma, V.K. (2009) Disaster Management New Delhi: IIPA
- xi. Ashley R., Garvin S., Pasche E. and Vassilopoulos A (2007), Advances in Urban Flood Management, Balkema
- xii. Saul A (1992), Floods and Flood Management, Springer.
- xiii. Field Notes from a Catastrophe: Man, Nature, and Climate Change by Elizabeth Kolbert, Bloomsbury Publishing Plc, December 2006
- xiv. Climate Change Policy of Government of India
- xv. Climate Change Policy of Government of Kerala

DISCIPLINE SPECIFIC ELECTIVE (DSE)

COURSE CODE: SPA 5010

COURSE TITLE: PUBLIC POLICY – CONCEPTS AND MODELS

CREDITS: 3

Course Learning Outcomes

CO1 – Understand the concepts of Public Policy

CO2 – Examine the Models of Public Policy

CO3 – Evaluate the Major Theories of Public Policy

CO4 – Analyse Institutionalism, Political Activity and Planning under Public Policy

COURSE CONTENT

UNIT-I: Models of Public Policy-I

- a. Vilfredo Pareto: Optimality and Improvement
- b. John Rawls: A Theory of Justice
- c. Gabriel Almond: Interest Aggregation and Articulation

UNIT-II: Models of Public Policy-II

- a. Harold Lasswell: Policy Sciences
- b. Yehezkel Dror: Meta Policy
- c. Charles Lindblom: Incrementalism

UNIT-III: Models of Public Policy-III

- a. William Niskanen: Budget Maximizing Model
- b. Elinor Ostrom: Institutional Rational Choice
- c. Amartya Sen: Development as Freedom

UNIT-IV: Concepts of Public Policy

- a. Institutionalism
- b. Process: Policy as a Political Activity
- c. Public Choice
- d. Strategic Planning

Course Code: SPA 5010
Course Title: Public Policy – Concepts and Models
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the concepts of Public Policy	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Examine the Models of Public Policy	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Evaluate the Major Theories of Public Policy	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Analyse Institutionalism, Political Activity and Planning under Public Policy	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- (i) Anderson J.E., (2006) Public Policy -Making: An Introduction, Boston, Houghton
- (ii) Ashford, Doug(ed.), (1992), History and Contextin Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press
- (iii) Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
- (iv) Barker, Anthony, and B.Guy Peters (eds.), (1993), The Politics of Expert Advice : Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
- (v) Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managinin Government, UCP, Berkeley, CA
- (vi) Bergerson, Peter J.(ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
- (vii) Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M. E. Sharpe
- (viii) Dror. Y, (1989), Public Policy making Re-examined,2nded.,San Francisco, Chandler.
- (ix) Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education

- (x) Fischer, Frank, (1995), *Evaluating Public Policy* Chicago: Nelson Hall.
- (xi) Hill Michael, (2005), *The Public Policy Process*, Harlow, UK; Pearson Education, 5th Edition.
- (xii) Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
- (xiii) John Rawls (1971), *A Theory of Justice*, Harvard University Press.
- (xiv) John, Peter ,(2012),*Analysing Public Policy*,2nd ed., Routledge, Taylor and Francis Group, London.
- (xv) Lasswell Harold, (1971), *A Preview of Policy Sciences*, New York, Elsevier.
- (xvi) Lerner, D. and H.D. Lasswell (eds.), (1951), *The Policy Sciences*, Stanford, Stanford University Press.
- (xvii) Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3 rd , New Jersey, Prentice -Hall.

DISCIPLINE SPECIFIC ELECTIVE (DSE)
COURSE CODE: SPA 5011
COURSE TITLE: PUBLIC POLICY ANALYSIS
CREDITS: 3

Course Learning Outcomes

CO1– Understand the Public Policy Cycle Framework, different methods of policy analysis, and enable students to decide on appropriate methods of policy analysis

CO2– Explain the Actors in Public Policy Analysis

CO3– Understand the the determinants (factors influencing) of Public Policy Analysis in India

CO4 – Analyse various constraints on Public Policy

COURSE CONTENT

UNIT- I: Introduction

- a) Policy Cycle Framework
- b) Policy Process Network
- c) Empirical and Normative Policy Analysis
- d) Retrospective and Prospective Analysis

UNIT- II: Actors in Policy Analysis

- a) Government Institutions- Legislature, Executive and Judiciary
- b) International Donor Agencies
- c) Multinational and Transnational Agencies
- d) Political Parties, Media and Civil Society

UNIT- III: Determinants of Public Policy Analysis in India

- a) Political Culture- Gabriel Almond and Sydney Verba
- b) Socio-economic factors
- c) Political and governance factors

UNIT- IV: Constraints on Public Policy

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

Course Code: SPA 5011

Course Title: Public Policy Analysis – Models and Techniques

Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	Understand the Public Policy Cycle Framework, different methods of policy analysis, and enable students to decide on appropriate methods of policy analysis	PO1	Un	Co	18	00	Tutorial and Assignment on models of Policy analysis
CO2	Explain the Actors in Public Policy Analysis	PO2 PO5	Un	Co	14	00	Tutorial Assignment on various actors in public policy analysis
CO3	Understand the: Determinants of Public Policy Analysis in India	PO3	Un	Co	15	00	Tutorial sessions and discussions on the determinants of public policy analysis in India
CO4	Constraints on Public Policy.	PO1 PO5	Un	Co	14	00	Assignment on constraints on public policy in India

Suggested Readings:

- i. Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
- ii. Barker, Anthony, and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
- iii. Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
- iv. Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
- v. Gerston Larry N.,(2004), Public Policy Making: Process and Principles, Armonk, M.E.Sharpe
- vi. Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
- vii. Howlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
- viii. Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press
- ix. John, Peter, (2012), Analyzing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London.
- x. Michael Howlett and M.Ramesh (2003), Studying Public Policy, (Ontario: Oxford University Press),
- xi. Pal, Leslie A., (1992), Public Policy Analysis: An Introduction, Toronto: Nelson.
- xii. Xun Wu et.al (2013), The Public Policy Primer, Routledge, London

DISCIPLINE SPECIFIC ELECTIVE (DSE)
COURSE CODE: SPA 5012
COURSE TITLE: PUBLIC POLICY MAKING IN INDIA
CREDITS: 3

Course Learning Outcomes

CO1– Understand the dynamics of Public Policy formulation in India

CO2– Analyse the role of various participants in policy making

CO3– Explain the public policy making process at various levels

CO4 – Analyse various problems involved in the policy making process of India

COURSE CONTENT

Unit I: Dynamics of Public Policy in India

- a) Indian Social and Cultural Context
- b) Indian Economic Context
- c) Indian Constitutional and Political Context

Unit II: Participants in Public Policy Making

- a) Legislature, Cabinet and State Governments
- b) Electorate and Policy Agenda
- c) Judiciary and Judicial Activism
- c) Media, Pressure Groups and Civil Society Organizations

Unit III: Levels of Public Policy Formulation

- a) Cabinet, Cabinet Committees and Cabinet Secretary
- b) NDC, NITI AAYOG and Finance Commission
- c) Role of Bureaucracy

Unit IV: Problems in Sound Policy Making

- a) Policy Formulation Challenges
- b) Policy Implementing Challenges
- c) Institutional Constraints
- d) Policy Acceptance by Society

Course Code: SPA 5012
Course Title: Public Policy Making In India
Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the dynamics of Public Policy formulation in India	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Analyse the role of various participants in policy making	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Explain the public policy making process at various levels	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Analyse various problems involved in the policy making process of India	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings:

- i. Barker, Anthony, and B. Guy Peters (eds.), (1993), *The Politics of Expert Advice: Creating, Using and Manipulating Scientific Knowledge for Public Policy*, Ithica, NY: University of Pittsburgh Press.
- ii. Barzelay, Michael (1992), *Breaking Through Bureaucracy: A New Vision for Managing in Government*, UCP, Berkeley, CA
- iii. Basu, D. D. (2000), *Introduction to the Constitution of India*, Wadhwaand Company, New Delhi.
- iv. Fadia and Fadia, *Indian Administration* (2012), Sahitya Bhavan Publications, Agra.
- v. Dye Thomas (2008), *Understanding Public Policy*, Singapore, Pearson Education
- vi. Fischer, Frank, (1995), *Evaluating Public Policy* Chicago: Nelson Hall.
- vii. Granville Austin (1999), *The Indian Constitution– Corner Stone of a Nation*, OUP, New Delhi.
- viii. Maheswari, S.R. (2001), *Indian Administration*, Orient Blackswan, Hyderabad
- ix. Howlett, Michael, and M. Ramesh, (1995), *Studying Public Policy: Policy Cycles and Policy Subsystems*, OUP, Toronto.

- x. Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3rd ed., New Jersey., Prentice-Hall.
- xi. Pylee, M. V (2009), *An Introduction to the Constitution of India*, Vikas, New Delhi
- xii. Ramesh K. Arora and Rajni Goyal (2012), *Indian Public Administration*, Vishwa Parkashan, New Delhi.
- xiii. Sathe, S.P. (2002), *Judicial Activism in India*, New Delhi: Oxford University Press.
- xiv. Subash C. Kashyap (1989), *Indian Polity: Retrospect and Prospect*, Allahabad University Alumni Association, National Publication House
- xv. Subash C. Kashyap (2010), *Indian Constitution: Conflicts and Controversies*, Vitasta,
- xvi. *The Constitution of India*, Government of India, 2009.
- xvii. Tummala K. Krishna (1996), *Public Administration in India*, Allied Publications, New Delhi.
- xviii. Anderson J.E., (2006) *Public Policy-Making: An Introduction*, Boston, Houghton
- xix. Bergerson, Peter J. (ed.), (1991), *Teaching Public Policy: Theory, Research and Practice*, Westport, RI: Greenwood Press
- xx. Birkland Thomas A., (2005), *An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making*, Armonk; M.E. Sharpe
- xxi. Bardach, Eugene (1977), *The Implementation Game: What Happens After a Bill Becomes a Law*, Cambridge, MA: MIT
- xxii. Dror. Y, (1989), *Public Policy making Re-examined*, 2nd ed., San Francisco, Chandler.
- xxiii. Dye Thomas (2008), *Understanding Public Policy*, Singapore, Pearson Education
- xxiv. Fischer, Frank, (1995), *Evaluating Public Policy* Chicago: Nelson Hall.
- xxv. Hill Michael, (2005), *The Public Policy Process*, Harlow, UK; Pearson Education, 5th Edition
- xxvi. Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
- xxvii. John Rawls (1971), *A Theory of Justice*, Harvard University Press.
- xxviii. John, Peter, (2012), *Analysing Public Policy*, 2nd ed., Routledge, Taylor and Francis Group, London.
- xxix. Lasswell Harold, (1971), *A Preview of Policy Sciences*, New York, Elsevier
- xxx. Lerner, D. and H.D. Lasswell (eds.), (1951), *The Policy Sciences*, Stanford, Stanford University Press.
- xxxi. Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3rd ed., New Jersey., Prentice - Hall.
- xxxii. McCool, Daniel C. (ed.), (1995), *Public Policy Theories, Models, and Concepts: An Anthology*, NJ: Prentice-Hall.
- xxxiii. R.S. Ganapathy et al., Ed, (1985) *Public Policy And Policy Analysis In India*, Sage, New Delhi.
- xxxiv. Jean Dreze and Amartya Sen, (2005) *India – Development and Participation*, Oxford, University Press, New Delhi,
- xxxv. Baver Raymond and Kenneth Gergen Ed, (1968) *The Study of Policy Formation*, Free Press, New York.
- xxxvi. Kuldeep Mathur and J.N. Bjorkman, (1994) *Policy Makers In India*, Concept, New Delhi.

DISCIPLINE SPECIFIC ELECTIVE (DSE)

Course Code: SPA 5013

Course Title: PUBLIC POLICY IN INDIA: CASE STUDIES

Credits: 3

Course Learning Outcomes

CO1– Understand the significance of case studies in Public Policy. This course provides an in-depth understanding of public policy making and implementation in India. A better understanding of how research can contribute to pro-poor policies, and systems to put it into practice, could improve development outcomes

CO2– Case study analysis of Education Policy of India

CO3– Case study analysis of Economic Policy of India

CO4 – Case study analysis of Protective Discrimination Policies in India

COURSE CONTENT

UNIT- I: Introduction

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

UNIT- II: Education Policy

- a) National Education Policy
- b) Public Expenditure on Education in India
- c) Right to Education Act
- d) Corporatization of Education System

UNIT- III: Economic Policy

- a) New Economic Policy
- b) Liberalization and Growth of Indian Economy
- c) Impact of Globalization on Mixed Economy

UNIT- IV: Protective Discrimination

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

Course Code: SPA 5013

Course Title: Public Policy in India: Case Studies

Credits: 3

CO	Outcome Statement	PSO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	Understand the significance of case studies in Public Policy. This course provides an in-depth understanding of public policy making and implementation in India. A better understanding of how research can contribute to pro-poor policies, and systems to put it into practice, could improve development outcomes	PO1	Un	Co	18	00	Class room/discussions/assignment/presentation
CO2	Case study analysis of Education Policy of India	PO1 PO5	Un	Co	14	00	Discussions/ practical sessions/assignment/presentation
CO3	Case study analysis of Economic Policy of India	PO1 PO5	Un	Co	15	00	Discussions/ practical sessions/assignment/presentation
CO4	Case study analysis of Protective Discrimination Policies in India	PO1 PO5	Un	Co	14	00	Discussions/ practical sessions/assignment/presentation

Suggested Readings:

- i. Agarwal, J. C. (2009), Education policy in India, Neha Publishers & Distributors.
- ii. Anne O. Krueger, (2002), Economic Policy Reforms and the Indian Economy (ed.), University of Chicago Press, Chicago. Bijoy Chandra Mohapatra (2013), Reservation Policy in India, Neha Publishers & Distributors.
- iii. Dev, Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays.
- iv. Dube, Akhilesh (1997), Commercialization of education in India: Policy, law, and justice, A.P.H. Pub. Corp.
- v. Esharenana E. Adomi, (2010), Frameworks for ICT Policy: Government, Social and Legal Issues, IGI Global Snippet. Government of India, National Cyber Security Policy, 2013.

- vi. Government of India, National Policy on Information and Communication Technology, 2012.
- vii. Kim J. Andreasson, (2011), Cybersecurity: Public Sector Threats and Responses, CRC Press, Taylor and Francis Group,
- viii. Boca Raton. P. T. Bauer, (2011), Indian Economic Policy and Development, Routledge, New York.
- ix. S. K. Modi (2013), Discrimination Caste System And Reservation Policy of Modern India, Neha Publishers & Distributors
- x. Sen, Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Papers No.1. Asian Development Bank.
- xi. Sharma Arvind (2005), Reservation and Affirmative Action: Models of Social Integration, Sage.
- xii. Siddheswar Prasad (1993), New Economic Policy: Reforms and Development, Mittal Publications, New Delhi.
- xiii. Thorat, Sukhadeo and Umakant (2004), Caste, Race and Discrimination – Discourses in International Context, Indian Institute of Dalit Studies and Rawat Publishers, New Delhi and Jaipur.
- xiv. Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), Reservation and Private Sector-Quest for Equal Opportunity and Growth, Rawat Publications, Jaipur.
- xv. Zeinab Karake-Shalhoub, Lubna Al Qasimi , (2010), Cyber Law and Cyber Security in Developing and Emerging Economies, Edward Elgar Publishing House, Cheltenham, UK.

DISCIPLINE SPECIFIC ELECTIVE (DSE)

Course Code: SPA 5014

Course Title: STATE, MARKET AND SOCIETY IN PUBLIC POLICY

Credits: 3

Course Learning Outcomes

CO1– Develop an understanding on Social Justice, Social Theory, Equity and Inclusion

CO2– Explain the concept of Social Development

CO3– Understand and analyse Social Policies at Global Level

CO4 – Analyse the emerging trends in Social Policy Making. This course will help the students to explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.

COURSE CONTENT

UNIT- I: Introduction

- a) State and Social Theory
- b) Social Justice & Inclusion
- c) Equity and Inclusion

UNIT- II: Social Development

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

UNIT- III: Social Policies at Global Level

- a) MDGs, SDGs and HDI: The Global Targets
- b) Refugees and Migrants
- c) Human Trafficking

UNIT- IV: Emerging Trends

- a) Growing Role of Civil Society Organizations
- b) Corporate Social Responsibility
- c) Ethical Concerns in Social Policy Making

Course Code: SPA 5014

Course Title: State, Market and Society in Public Policy

Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs)	Assessment task
CO1	Develop an understanding on Social Justice, Social Theory, Equity and Inclusion	PO1	Un	Co	18	00	Tutorial and Assignment
CO2	Explain the concept of Social Development	PO2 PO5	Un	Co	14	00	Tutorial/ Book review
CO3	Understand and analyse Social Policies at Global Level	PO3	Un	Co	15	00	Tutorial sessions and discussions/presentations
CO4	Analyse the emerging trends in Social Policy Making. To explore the interplay between democracy and social policy from the perspective of state and market and civil society and focus on the role of democratic forces in the development of social policy.	PO1 PO5	Un	Co	14	00	Assignment and presentations

Suggested Readings:

- i. Baldock John, et al, (2011), Social Policy, Oxford University Press.
- ii. Bochel , Hugh and Guy Daly (2014), Social Policy, Routledge.
- iii. Dev, Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays.
- iv. Kennedy, Patricia (2013) Key Themes in Social Policy, Routledge.
- v. Morales Daniel A. Gomez (1999), Transnational Social Policies, IDRC/CRDI
- vi. Miller, David (1976), Social Justice, Clarendon Press, Oxford
- vii. Naila, Kabeer (2006), Social Exclusion and the MDGs.The Challenge of ‘Durable Inequalities’ in the Asian Context, Institute of Development Studies and Overseas Development Studies Institute.
- viii. Sharma Arvind (2005), Reservation and Affirmative Action: Models of Social Integration in India

- and the United States, Sage.
- ix. Sen, Amartya (2009), *The Idea of Justice*, Allen Lane & Harvard University Press.
 - x. Sen, Amartya (2000), *Social Exclusion: Concept, Application and Scrutiny*, Social Development Papers No.1. Asian Development Bank.
 - xi. Thorat, Sukhadeo & Narendra, Kumar (2008), *In Search of Inclusive Policy: Addressing Graded Inequality*, Rawat Publications, New Delhi & Jaipur.
 - xii. Thorat, Sukhadeo and Umakant (2004), *Caste, Race and Discrimination – Discourses in International Context*, Indian Institute of Dalit Studies and Rawat Publishers, New Delhi and Jaipur.
 - xiii. Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), *Reservation and Private Sector- Quest for Equal Opportunity and Growth*, Rawat Publications, Jaipur.
 - xiv. Yadav, Sushma, (2006), *Social Justice: Ambedkar's Vision*, IIPA, New Delhi.
 - xv. Valerian Rodrigues (Ed.) (2002), *The Essential Writings of B.R. Ambedkar*, Oxford University Press, New Delhi.
 - xvi. Verma, Vidhu (2012), *Non-discrimination and Equity in India: Contesting boundaries of social justice*, Routledge.

DISCIPLINE SPECIFIC ELECTIVE (DSE)

Course Code: SPA 5015

Course Title: GLOBALIZATION AND PUBLIC POLICY

Credits: 3

Course Learning Outcomes

CO1– Understand the influence of neo-liberalism in public policy, Globalisation, role of state, market etc.

CO2– Examine the pioneers in Global Public Policy

CO3– Understand and analyse the role of New Bureaucracy-quality assurance, Organisations, accountability and corporate lobby in public policy

CO4 – Understand and analyse the role of New Bureaucracy in Learning Organizations, Network Organizations and Business Process Reengineering

COURSE CONTENT

UNIT-I: Introduction

- a) Neo-Liberalism and Public Policy-New World Order
- b) Reforming Institutions: The State, Market and Public Domain
- c) Globalization and Economic Activity
- d) Global Public Policy – Challenges to State Sovereignty

UNIT-II: Pioneers in Global Public Policy

- a) Global Financial Markets- Role of International Development Agencies
- b) Global Crime and Public Policy
- c) Trade in Globalizing Industry; Doing Business – World Bank

UNIT-III: The New Bureaucracy

- a) Quality Assurance – New Occupation
- b) Organizations and Accountability
- c) Corporate Lobby Groups in the policy process

UNIT-IV: The New Bureaucracy

- a) Learning Organizations
- b) Network Organizations
- c) Business Process Reengineering

Course Code: SPA 5015

Course Title: Globalization and Public Policy

Credits: 3

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab /Field visits (Hrs.)	Assessment task
CO1	Understand the influence of neo-liberalism in public policy, Globalisation, role of state, market etc	PO1	Un	Co	18	00	Tutorial and Assignment
CO2	Examine the pioneers in Global Public Policy	PO2 PO5	Un	Co	14	00	Tutorial Assignment
CO3	Understand and analyse the role of New Bureaucracy-quality assurance, organisations, accountability and corporate lobby in public policy	PO3	Un	Co	15	00	Discussions and Book Review
CO4	Understand and analyse the role of New Bureaucracy in Learning Organizations, Network Organizations and Business Process Reengineering	PO1 PO5	Un	Co	14	00	Discussions and Book Review

Suggested Readings:

- i. Ali Farazmand(2004), Sound Governance: Policy and Administrative Innovations, Praeger Publishers, West Port.
- ii. Bevir, Mark, (2013), The Sage Handbook of Governance, Sage Publications Ltd, London.
- iii. Francis Fukuyama (2013), What is Governance? Working Paper 314, Center for Global Development, NW, Washington, DC.
- iv. Kathe Callahan (2007), Elements of Effective Governance: Measurement, Accountability and Participation, C R C Press, Taylor and Francis Group, Boca Raton.
- v. Katherine Berschaand Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, *European Journal of Development Research* Vol.26,pp.124–141
- vi. Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), “Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance.” Policy Research Working Paper3712. World Bank, Washington, D. C.
- vii. Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), Governance Matters VIII: Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington DC, World Bank.

- viii. Shantayanan Devarajan (2008), Two Comments on “Governance Indicators: Where Are We, Where Should We Be Going?” by Daniel Kaufmann and Aart Kraay, *The World Bank Research Observer*, Vol.23, No.1 (Spring), pp.31-36.
- ix. *Public Policy in India*, IIPA, New Delhi
- x. Manfred B. Steger, *Globalization the New Market Ideology*, Rawat Publications, New Delhi, 2004.
- xi. Ankie Hoogvelt, *Globalization and the Post-Colonial World*, Palgrave Publication, 2001.
- xii. Debendra K. Das, *Globalization and Development Experiences and Challenges*, Deep and Deep Publication, New Delhi, 1999.
- xiii. R.K. Saprú, *Public Policy – Art and Craft of Policy Analysis*, PHI Learning Pvt. Ltd, New Delhi, 2010.

OPEN ELECTIVE COURSES

DISCIPLINE OPEN ELECTIVE

Course Code: SPA 5016

Course Title: INDIAN ADMINISTRATION

Credits: 2

Course Learning Outcomes

CO1- Understand the evolution and growth of Indian Administration

CO2-Examine the features of administration during the independent and post independent period

CO3-Analyse the features of Central Administration.

CO4- Trace and analyse the features of State Administration

CO5-Discuss and analyse the challenges and issues to Indian Administration

COURSE CONTENT

Unit – I: Evolution and Growth

- a. Ancient Administration
- b. Mughal Administration
- c. British Administration

Unit – II: Administration during the Independent & Post Independence Period

- d. Legacies of British Rule in Administration
- e. Constitutional Provision for Administration
- f. Features of Indian Administration after Independence

Unit – III: Central Administration

- f. Federalism in India – Union-State Relations – List of Subjects
- g. Central Secretariat & Cabinet Secretariat
- h. Bureaucracy – All India Services

Unit – IV: State Administration

- a. Role of Governor
- b. Concurrent List
- c. District Administration
- d. Local Administration – 73rd and 74th Constitutional Amendments

Unit –V: Issues and Challenges to Administration

- a. Corruption
- b. Citizen and Administration
- c. Social Audit
- d. Citizen's Charter

Course Code: SPA 5016
Course Title: Indian Administration
Credits: 2

CO	Statement of Purpose	PO/ PSO	CL	KC	Class Session/ Tutorial Hrs.	Lab/ Field Hrs.	Assessment task
CO1	Understand the evolution and growth of Indian Administration	PO1 PO3 PO4	Re Un	Fa Co n Pr	18	0	Tutorial Assignment, Discussion on different phase of Indian Administration, Book Review
CO2	Examine the features of administration during the independent and post independent period	PO2 PO3	Un An Ev	Co n Pr Mc	18	0	Tutorial Assignment, journal/book readings, group discussion
CO3	Analyse the features of Central Administration.	PO3 PO6	Un Ev	Fa Pr M c	18	Field Study (study on the functioning of various local level institutions)	Tutorial Assignment, Debate
CO4	Trace and analyse the features of State Administration	PO3 PO5	Re Un An Cr	Fa Pr M c	18	0	Discussion, debates, and presentation,
CO5	Discuss and analyse the challenges and issues to Indian Administration	PO3 PO6	A n Cr Ev	Fa Pr M c	19	0	Book/ Article/report Review, Seminar, interactive session.

Suggested Readings:

- (xvii) Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
- (xviii) Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- (xix) Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.
- (xx) Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
- (xxi) Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
- (xxii) Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
- (xxiii) Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
- (xxiv) Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa

Parkashan, New Delhi.

- (xxv) Sarkar Jadunath (2009), *The Mughal Administration, Six Lectures*, BiblioLife
- (xxvi) Sathe, S.P. (2002), *Judicial Activism in India*, New Delhi: Oxford University Press.
- (xxvii) Sibranjan Chatterjee (1997), *Restructuring Centre-State Relations: The Sarkaria Commission and Beyond*, Minerva Associates, Calcutta.
- (xxviii) Subash C. Kashyap (1989), *Indian Polity: Retrospect and Prospect*, Allahabad University Alumni Association, National Public House
- (xxix) Subash C. Kashyap (1994), *Our Constitution: An Introduction to India's Constitution and Constitutional Law*, National Book Trust, New Delhi.
- (xxx) Subash C. Kashyap (1997), *Coalition Government and Politics in India*, Uppal Publishing House, New Delhi.
- (xxxi) Subash C. Kashyap (2010), *Indian Constitution: Conflicts and Controversies*, Vitasta,
- (xxxii) Tummala K. Krishna (1996), *Public Administration in India*, Allied Publications, New Delhi

DISCIPLINE OPEN ELECTIVE
Course Code: SPA 5017
Course Title: E-GOVERNANCE IN INDIA
Credits: 2

Course Learning Outcomes

- CO1 – Understand the Concepts, Evolution and Growth of E-Governance Globally*
- CO2 – Analyse the Evolution and Significance of E-Governance in India*
- CO3 – Examine cases and practices of E-Governance in India*
- CO4 – Analyse E-Governance Process and to find out its Issues and Challenges*

Course Content

UNIT- I: Introduction

- a. Governance in Digital Age -Introduction of ICT in administration
- b. Meaning, Scope and Importance of E-Governance
- c. Evolution of E-Governance

UNIT – II: Cases

- a. E-Literacy: ‘Akshaya’ in Kerala
- b. Electronic Citizen Services: A Comparative Outlook
- c. Digitalization of Land Records Administration: ‘Bhoomi’ in Karnataka
- d. Automizing District Administration: The E-District project

UNIT– III: Issues

- a. E-Readiness
- b. Digital Divide (Gender, Geographic, Economic, Social and Political)
- c. E-Governance – Critical Factors (Technology, People, Process, Resources, Infrastructure, Nature of PPP models)
- d. E- Governance: Issues and Challenges

Course Code: SPA 5017
Course Title: E-Governance in India
Credits: 2

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab / Field visits (Hrs)	Assessment task
CO1	Understand the significance and evolution of e-governance	PO1	Un	Co	20	00	Tutorial and Assignment
CO2	Analyse the theory and practice of e-governance	PO1 PO3	An	Co	20	00	Tutorial Assignment Discussion
CO3	Evaluate the emerging cases of e-governance implementation in India	PO3 PO5	Un	Co	20	00	Tutorial Assignment Discussions
CO4	Examine the issues and challenges of e-governance in India	PO4 PO5	Ev	Co	20	00	Tutorial Assignment Discussions

Suggested Readings:

- i. Bellamy, Christine, and John, A. Taylor, (1998), *Governing in the Information Age*, Buckingham, Open University Press.
- ii. Bhatnagar, S.C. (2004) *E-Government – from Vision to Implementation: A practical guide with case studies*, Sage Publications, New Delhi.
- iii. Bhatnagar, S.C. (2009) *Unlocking E-Government Potential: Concepts, cases and practical insights*, Sage Publications, New Delhi.
- iv. Bouwman, Harry, and et.al., (2005), *Information and Communication Technology in Organisations*, Sage Publications, London.
- v. Heeks, R. (2006) *Implementing and Managing eGovernment: An international text*, Sage
- vi. Marchionini, G., (1995), *Information Seeking in Electronic Environments*, New York, The Press Syndicate of the University of Cambridge, USA.
- vii. Michael E. Milakovich, (2012), *digital governance - New Technologies for improving Public Service an Participation*, Routledge, Taylor and Francis group, New York.
- viii. Pardhasaradhi, Y. (et.al) (2009), *E-Governance and Indian Society: An Impact of Study*, Kanishka, New Delhi.
- ix. Satyanarayana, J, (2004), *E-Government: The Science of the Possible*, PHI Learning Pvt Ltd, New Delhi.

DISCIPLINE OPEN ELECTIVE
Course Code: SPA 5018
Course Title: GENDER STUDIES
Credits: 2

Course Learning Outcomes

CO1– Understand gender studies and basic concepts and approaches of feminism

CO2– Understand the perspectives of gender and development

CO3 – Analyse the role of gender in social movements

CO4 – Analyse the role of gender in administration and governance

Course Content

Unit I: Introduction

- a) Gender Studies-, Definition, Scope and Significance
- b) Interdisciplinary Approach to Gender Studies
- c) Feminism-Basic Concepts and Approaches
- d) Gender – Perspectives- Femininity, Masculinity, LGBT- Social Construction of gender

Unit II: Gender and Development

- a) Gender and Development (GAD) –Concept and significance
- b) Women Empowerment
- c) Women and Globalisation
- d) Women in Socio-economic Development

Unit III: Gender in Social Movements

- a) Women’s Movements- Political and Administrative and Civil Rights
- b) Maternity Rights and Labour Rights of Women
- c) Violence against Women and Marginalisation of women

Unit IV: Gender and Governance in India

- a) Legislations and Institutional Mechanisms for Gender Development
- b) Reservation Policies - Women in Local Governance
- c) Women and Governance-- Gender and Political Empowerment-Challenges and Opportunities

Course Code: SPA 5018
Course Title: Gender Studies
Credits: 2

CO	OUTCOME STATEMENT	PO/PSO	CL	KC	Class Sessions/ Tutorial Hrs	Lab/ Field Hrs	Assessment
CO ₁	Understand gender studies and basic concepts and approaches of feminism	PO1 PO2	Un	Co	10	00	Review- Assignment
CO ₂	Understand the perspectives of gender and development	PO1 PO2	E	Co	10	00	Class room Discussions
CO ₃	Analyse the role of gender in social movements	PO2 PO3	A	Co	10	00	Assignment/ Class room Discussion
CO ₄	Analyse the role of gender in administration and governance	PO3 PO6	E	Co	20	00	Assignment/ Class room Discussion

Suggested Readings:

- i. Geraldine Forbes, Women in Modern India. Cambridge University Press, Cambridge: pp. 1-150. 1998
- ii. J. Ann Tickner, Gender in World Politics, in Baylis, John, Smith, Steve and Owens, The Globalization of World Politics: An Introduction to International Relations (5th ed., pp. 262 - 277). Oxford University Press. 2008.
- iii. J. Devika, Her Self: Gender and Early Writings of Malayalee Women. Stree: Calcutta, 2005
- iv. Kate Millett, Sexual Politics, Urbana, University of Illinois Press. 2000
- v. Kumari. Jayawardene, Feminism and Nationalism in the Third World. Zed, London. 1986
- vi. Nirmala Banerjee, 'Analysing Women's work under Patriarchy' in Sangari, Kumkum & Chakravarty, Uma. (eds.) From Myths to Markets: Essays on Gender. Manohar, Delhi. 1999
- vii. Nivedita Menon (ed.), Gender and Politics in India, OUP, Delhi. 1999.
- viii. Nivedita Menon, Recovering Subversion: Feminist Politics Beyond The Law, Urbana, University of Illinois Press. 2004

- ix. Nivedita. Menon, *Seeing Like A Feminist*, Zubaan and Penguin Books, New Delhi. 2012
- x. Shiela. Rowbotham, *Women in Movements*. New York and London: Routledge, Section I, pp. 27-74 and 178-218. 1993.
- xi. Simon De Beauvoir, *The Second Sex*, Translated by H M Parshley, Penguin 1972
- xii. Uma Chakravarti, 'Beyond the Altekarian Paradigm: Towards a New Understanding of Gender Relations in Early Indian History', *Social Scientist*, Volume 16, No. 8. 1988
- xiii. V. Geetha, *Patriarchy*. Stree: Calcutta. 2007.
- xiv. Vineetha Menon, and K.N Nair, *Confronting Violence Against Women: Engendering Kerala's Development Experience*, Daanish Books. 2008.

DISCIPLINE OPEN ELECTIVE
Course Code: SPA 5019
Course Title: PUBLIC POLICY IN INDIA
Credits: 2

Course Learning Outcomes

- CO1– Understand the dynamics of Public Policy formulation in India*
- CO2– Analyse the role of various participants in policy making*
- CO3– Explain the public policy making process at various levels*
- CO4 – Analyse various problems involved in the policy making process of India*

Course Content

Unit I: Dynamics Public Policy Making in India

- a. Indian Constitutional and Political Context
- b. Legislature, Cabinet and State Governments
- c. Electorate and Policy Agenda
- d. Judiciary and Judicial Activism
- e. Media, Pressure Groups and Civil Society Organizations

Unit II: Levels of Public Policy Formulation

- a. Cabinet, Cabinet Committees and Cabinet Secretary
- b. NDC, NITI AAYOG and Finance Commission
- c. Role of Bureaucracy

Unit III: Problems in Sound Policy Making

- a. Policy Formulation Challenges
- b. Policy Implementing Challenges
- c. Institutional Constraints
- d. Policy Acceptance by Society

Course Code: SPA 5019
Course Title: Public Policy in India
Credits: 2

CO	Outcome Statement	PO	CL	KC	Class sessions (approx.) (Hrs.)	Lab session / Field visits (Hrs.)	Assessment task
CO1	Understand the dynamics of Public Policy formulation in India	PO1	Un	Co	18	00	Assignment on various Types of Public Policies
CO2	Analyse the role of various participants in policy making	PO2 PO5	Un	Co	14	00	Tutorial Assignment on the Concepts of Public Policy
CO3	Explain the public policy making process at various levels	PO2 PO4	Un	Co	15	00	Tutorial Analysis of various Dynamics of Public Policy in India
CO4	Analyse various problems involved in the policy making process of India	PO3	Un	Co	14	00	Assignment on the role of Participants in Public Policy Making

Suggested Readings

- i. Barzelay, Michael (1992), *Breaking Through Bureaucracy: A New Vision for Managing Government*, UCP, Berkeley, CA
- ii. Basu, D.D. (2000), *Introduction to the Constitution of India*, Wadhwani Company, New Delhi.
- iii. Fadia and Fadia, *Indian Administration* (2012), Sahitya Bhavan Publications, Agra.
- iv. Dye Thomas (2008), *Understanding Public Policy*, Singapore, Pearson Education
- v. Fischer, Frank, (1995), *Evaluating Public Policy* Chicago: Nelson Hall.
- vi. Granville Austin (1999), *The Indian Constitution– Corner Stone of a Nation*, OUP, New Delhi.
- vii. Maheswari, S.R. (2001), *Indian Administration*, Orient Blackswan, Hyderabad
- viii. Howlett, Michael, and M. Ramesh, (1995), *Studying Public Policy: Policy Cycles and Policy Subsystems*, OUP, Toronto.
- ix. Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3rd ed., New Jersey., Prentice-Hall.
- x. Pylee, M.V (2009). *An Introduction to the Constitution of India*, Vikas, New Delhi
- xi. Ramesh K. Arora and Rajni Goyal (2012), *Indian Public Administration*, Vishwa Parkashan, New Delhi.
- xii. Sathe, S.P. (2002), *Judicial Activism in India*, New Delhi: Oxford University Press.
- xiii. Subash C. Kashyap (1989), *Indian Polity: Retrospect and Prospect*, Allahabad University Alumni Association, National Public House
- xiv. Subash C .Kashyap (2010), *Indian Constitution: Conflicts and Controversies*, Vitasta,



केरल केंद्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF KERALA

(मंसद के अधिनियम, वर्ष 2009 द्वारा स्थापित / Established under the Act of Parliament in 2009)

No.CUK/ACA/AC Meeting /569/2018/

Dated, the 13th June, 2018

**Minutes of the 3rd Meeting of the IIIrd Academic Council held
on 1st June, 2018 at Conference Hall, Periy Campus**

The Vice Chancellor welcomed all the members to the meeting. In his introductory remarks it was mentioned about the successful conduct of inauguration of the newly built Campus Buildings of the University by Hon'ble Vice President of India, Shri. Venkaiah Naidu along with other dignitaries on 29th April 2018. He stressed the urgent need to move to the permanent academic buildings. He also mentioned the sad state of affairs leading to the dismissal of 05 students from the Hostel and one student from the University due to their misbehaviour violating hostel and campus regulations stipulated by University.

The Vice Chancellor also announced that hereafter the monthly attendance of PG/UG Students will be send by the HoDs regularly to the Controller of Examinations.

Time table for exams should also be prepared in co-ordination with Controller of Examinations and in consistency with the Academic Calendar.

The Vice Chancellor expressed the need to avoid delay in conducting examinations/additional examinations.

He pointed out that it is imperative to hold external evaluation as a part of valuation.

3:03:01 Approval of the minutes of the last Academic Council-reg:-

The Minutes of the last Academic Council (23.08.2017) was approved. Question was raised about the recognition of GIFT and MCC. It was replied that the Committee constituted for the purpose has not yet submitted the report. The Vice Chancellor has directed the committee to submit its report as early as possible.

3:03:02 Approval of the Action Taken Report- reg:-

The ATR of the last Academic Council Meeting decisions were approved.

3:03:03

(i) Counting past Services for direct Recruitment and promotion for teacher Reg.

Detailed deliberation was made on the subject. A committee is constituted for the purpose with Prof.(Dr.) K.C. Baiju, Chairman, Prof. (Dr.) K. Jayaprasad, Dr. Mohammedunni Aliaz Musthafa, Dr. Amruth .G. Kumar, Dr. Joseph T.J and Shri. Jayakrishnan (AR Admn.). The report of the committee was considered by Academic Council

Decision:

The report of the committee has been approved. The members have pointed out that the experience of state funded research institutions and industry experiences may be counted. It has been resolved that this issue may be referred to the committee, which may consider the issue and submit the report to next Academic Council for its consideration.

3:03:04

Swachhata - Action Taken - Reg.

The committee has considered the matter and suggested committee to prepare Action Plan for 'Swachhata' immediately and submit to UGC. It was also suggested to propose credit based curricular activities for the students of CUK in 'Swachhata'.

3:03:05

Approval of BoS Meeting Minutes and revised syllabus for the Academic year 2018- reg:-

The Academic Council has approved the BoS Meeting Minutes and revised Syllabus of the following Departments with the following suggestions:

(i) Economics

Approved with 01 Elective as inter-disciplinary as insisted by the earlier Executive Council.

(ii) Law

Approved the restructuring of courses on LLM. NRI Law has been proposed for introduction as Diploma Course. The Vice Chancellor specially appreciated the effort of Dept. of Law in launching Diploma programmes.

(iii) Public Administration and Policy Studies

The Academic Council unanimously decided to change the existing interdisciplinary course entitled : Governance in Kerala: Innovations and Experiments (Course Code 425) with a new course " Rural Governance in Kerala". The Academic Council also approved the



syllabus of this course. It will take effective from 2018-19 session onwards.

The Academic Council also resolved to start Internship in the 3rd Semester of MA (PA&PS) from the academic year 2017-19 batch.

(iv) Dept. of Animal Science

The syllabus has been approved by the Academic Council.

The proposal of changing of name of Animal Science to Zoology has been approved. The new name will be effective from 2019-20 only. The suggestion for change of title will be placed before Executive Council for approval. In this connection it is also suggested that the Dept. of Plant Science and Biochemistry and Molecular Biology may submit their proposal for title rationalization.

(v) Social Work

Approved the syllabus and Open elective course (semester wise)

(vi) International Relations and Politics

The Academic Council approved the revised syllabus. The earlier electives of 30 numbers has been curtailed to 16 numbers. One inter disciplinary course on Human Rights was introduced and approved by the Academic Council.

(vii) Malayalam.

Approved the syllabus. One new paper introduced namely 'Translational Studies in Malayalam'. However, it was also decided to rename the elective paper of Malayalam as Translation Theory and Practice and in Linguistics Department as 'Machine Translation'. This will be made effective from 2018-19 batch onwards.

(viii) Yoga.

A committee with Dr. Rajendra Pilankatta, Dr. Subramanya Pailoor, Dr. Mohan A.K and Dr. K.C. Baiju has been formed to relook the syllabus for its implementation subject to ratification by next Academic Council.

3:03:06 Funds for study tour and field work evolving a policy -Reg.

The Departments like Geology, Social Work and few science departments syllabus continuously involve field visit also.

The budget availability for study tour is Rs. 5,00,000/- for 06 departments and amount sanctioned in budget is as follows;



Minutes of meeting of the Board of Studies, Department of Public Administration and Policy Studies (PA&PS) held on 3rd March 2018

The Department of Public Administration and Policy Studies (PA&PS) has conducted the Board of Studies meeting on 3rd March 2018. This was the second meeting since the establishment of the Department in August 2016. The venue of the meeting was Conference Hall, CUK. The meeting started at 11 AM and ended at 4.30 PM.

The attendees of the meeting were as follows:

Members of the Board of Studies

S.No	Name of the Members	Designation	Remarks
1	Dr.M.R.Biju	Chairperson	Present
2	Dr.Jilly John	Member	Present
3	Dr.Ashalekshmi B.S	Member	Present
4	Dr.Deviparvathy	Faculty Member	Present
5	Dr.Gugulothu Srinu	Faculty Member	Absent
6	Dr.Rama Rao Bonagani	Faculty Member	Present

External Members

1	Prof (Dr) Y.Pardhasarathy	Member	Present
2	Prof (Dr) I. Rama brahmam	Member	Present
3	Prof (Dr) B.S.Ghuman	Member	Absent
4	Prof (Dr) D.Jeevan Kumar	Member	Absent

The BoS Meeting started with the welcome address by Dr.M.R.Biju, Chairperson of BoS and Head, Department of Public Administration and Policy Studies. Dr.Biju gave a brief introduction of the Department of PA&PS as well as the objectives of BoS. Thereafter, he welcomed all experts and faculty to the meeting and briefed the agenda of BoS meeting.

Agenda for discussion

The agenda for discussion in the BoS meeting was proposed by the Department Faculty Council with the approval from the Dean, School of Social Sciences. The main items discussed in the BoS are given below:

1. Discussion on the content of the existing Core Papers offered for M.A Programme in PA & PS;
2. Discussion on the content of the existing Elective Papers offered for M.A Programme in PA & PS;
3. Discussion to change the existing course entitled "Governance in Kerala: Innovations and Experiments(Inter Disciplinary Course: Course Code: 425) offered for semester IV, which has to be replaced with a new course captioned " Rural Governance in Kerala";

4. Discussion to introduce three Certificate Courses in Public Policy, E-Governance, and Rural Development;
5. Discussion to introduce three PG Diploma Courses in Public Policy, E-Governance, and Decentralised Governance and Rural development.

Recommendations of the BoS

The details of agenda-wise recommendations mailed by the BoS are given under:

1. The BoS evaluated the content of the exiting syllabi offered to MA Programme and expressed satisfaction.
2. The BoS unanimously decided to change the existing inter disciplinary course entitled “Governance in Kerala: Innovations and Experiments (Course Code: 425) with a new course “Rural Governance in Kerala”. The BoS also approved the syllabus of the said course. It will take effect from 2018-19 Sessions onwards.
3. Regarding the proposal of Certificate and PG Diploma Programmes, the BoS authorised the chairperson and the Faculty Council of the Department of PA &PS to make follow up steps in tune with the decisions of the higher authorities of CUK.

The meeting came to close by 4.30 PM with the vote of thanks Dr.Ashalekshmi B.S.

1. **Prof (Dr) Y.Pardhasarathy** (Member)
2. **Prof (Dr) I. Rama brahmam** (Member)
3. **Prof (Dr) B.S.Ghuman** (Member)
4. **Prof (Dr) D.Jeevan Kumar**(Member)
5. **Dr.M.R.Biju** (Chairperson)
6. **Dr.Jilly John** (Member)
7. **Dr.Ashalekshmi B.S** (Member)
8. **Dr.Deviparvathy** (Faculty Member)
9. **Dr.Gugulothu Srinu** (Faculty Member)
10. **Dr.Rama Rao Bonagani** (Faculty Member)

Programmes/ Courses Offered

M.A. and Ph.D.

Course Details

a. Course Matrix

PROGRAMME STRUCTURE

Sl. No.	Course Code	Course Title	Credit	Internal Mark	External Mark	Total Mark
I SEMESTER						
1.	SPA 5101	Introduction to Public Administration (Core Course)	4	40	60	100
2.	SPA 5102	Introduction to Public Policy (Core Course)	4	40	60	100
3.	SPA 5103	State and Political Theory (Core Course)	4	40	60	100
4.	SPA 5104	Administrative Thinkers-I (Core Course)	4	40	60	100
5.	SPA 5105	Indian Constitution, Social Justice and Administration (Core Course)	4	40	60	100
II SEMESTER						
1	SPA 5201	Introduction to Governance (Core Course)	4	40	60	100
2	SPA 5202	Administrative Thinkers – II (Core Course)	4	40	60	100
3	SPA 5203	Indian Polity and Administration (Core Course)	4	40	60	100
4	SPA 5204	Research Methodology (Core Course)	4	40	60	100
5	SPA 5205	Civil Services in India (Core Course)	4	40	60	100

III SEMESTER

Sl	Core Course		Elective*		Credit	Internal Mark	External Mark	Total Mark
	Course Code	Course Title	Course Code	Title				
1	SPA 5301	Comparative and Development Administration (Core Course)			4	40	60	100
2	SPA 5302	Rural Governance in Kerala (Core Course)			4	40	60	100
			SPA 5001	Public Policy - Concepts and Models	4	40	60	100
			SPA 5002	Public Policy Analysis	4	40	60	100
			SPA 5003	Public Policy Making in India	4	40	60	100
			SPA 5004	Law, Ethics and Governance	4	40	60	100
			SPA 5005	Governance Innovations in Kerala	4	40	60	100
			SPA 5006	E-Governance	4	40	60	100
			SPA 5007	Human Resource Administration	4	40	60	100
			SPA 5008	Human Rights and Public Administration	4	40	60	100
			*Two Elective Courses from the Set on Offer for the Semester					

IV SEMESTER

	Core Course		Elective*		Credit	Internal Mark	External Mark	Total Mark
	Course Code	Course Title	Course Code	Title				
1	SPA 5401	Public Financial Governance in India			4	40	60	100
2	SPA 5402	Project Report			4			100
3	SPA 5403	Viva –Voce (Comprehensive)			4			100

			SPA 5009	Public Policy in India Case studies	4	40	60	100
			SPA 5010	Social Policy-State Market & Society	4	40	60	100
			SPA 5011	Globalization & Public Policy	4	40	60	100
			SPA 5012	Measuring Governance	4	40	60	100
			SPA 5013	Rural Governance in India	4	40	60	100
			SPA 5014	Urban Governance in India	4	40	60	100
			*One Elective Course from the Set on Offer for the Semester					

b. Electives Offered

Sl. No.	Course Code	Course Name	Credits
Third Semester			
1.	SPA 5001	Public Policy - Concepts and Models	4
2.	SPA 5002	Public Policy Analysis	4
3.	SPA 5003	Public Policy Making in India	4
4.	SPA 5004	Law, Ethics and Governance	4
5.	SPA 5005	Governance Innovations in Kerala	4
6.	SPA 5006	E-Governance	4
7.	SPA 5007	Human Resource Administration	4
8.	SPA 5008	Human Rights and Public Administration	4
Fourth Semester			
9.	SPA 5009	Public Policy in India Case studies	4
10.	SPA 5010	Social Policy-State Market & Society	4
11.	SPA 5011	Globalization & Public Policy	4
12.	SPA 5012	Measuring Governance	4
13.	SPA 5013	Rural Governance in India	4
14.	SPA 5014	Urban Governance in India	4

c. Open Electives Offered

Sl. No.	Course Code	Course Name	Credits
1.	SPA 5017	Decentralisation and Rural Governance in India	2
2.	SPA 5018	Public Policy in India	2
3.	SPA 5019	E-Governance in India	2
4.	SPA 5020	Gender Studies	2

Detailed M.A. Syllabus

SEMESTER-I

SPA 5101 INTRODUCTION TO PUBLIC ADMINISTRATION (Core Course)

Unit I: Introduction

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

Unit II: Approaches

- a. Classical Approach
- b. Human Relations and Behavioural Approach
- c. Ecological Approach

Unit III: Principles of Public Administration

- a. Division of Work and Coordination
- b. Hierarchy, Unity of Command and Span of Control
- c. Delegation, Centralization and Decentralization
- d. Line and Staff

Unit IV: Concepts of Public Administration

- a. Administrative Planning
- b. Leadership and Supervision
- c. Communication and Public Relations

Unit V: Emerging Trends

- a. Public Accountability and Social Accountability
- b. New Public Administration: Minnowbrook I, II& III N
- c. New Public Management
- d. Public Administration in Transition

Suggested Readings

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

UNIT- I: Introduction

- a. Nature, Scope and Importance of Public Policy
- b. Evolution of Public Policy and Policy Sciences
- c. Public Policy and Public Administration

UNIT- II: Approaches to Public Policy Analysis

- a. The Process Approach
- b. The Logical Positivist Approach
- c. The Phenomenological Approach
- d. The Participatory Approach and Normative Approach

UNIT- III: Theories and Process of Public Policy Making

- a. Theories and Models of Policy Making
- b. Perspectives of Policy Making Process
- c. Institutions of Policy Making

UNIT- IV: Policy Implementation and Evaluation

- a. Concept of Policy Implementation
- b. Techniques of Policy Implementation
- c. Concept of Policy Evaluation
- d. Constraints of Public Policy Evaluation

UNIT- V: Globalization and Public Policy

- a. Global Policy Process
- b. Transnational Actors: Impact on Public Policy Making
- c. Impact of Globalization on Policy Making

Suggested Readings

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

UNIT- I: Evolution and Origin of State

- a. Divine Theory
- b. Force Theory
- c. Social Contract Theory

UNIT- II: Nature and Characteristics of State

- a. Police State
- b. Welfare State
- c. Developmental State
- d. Totalitarian State

UNIT- III: State and Democracy

- a. Constitutionalism
- b. New Institutionalism
- c. Neo Liberalism

UNIT- IV: State and Citizen

- a. Rule of Law and Human Rights
- b. State and Civil Society
- c. Citizenship

UNIT- V: Contemporary Debates

- a. Washington Consciousness and Later
- b. Minimalistic State
- c. State, Descent and Movements

SPA 5104 ADMINISTRATIVE THINKERS-I (Core Course)

UNIT I: Administrative Theory:

- a. Significance and Importance of Theory
- b. Evolution and Emerging Trends in Administrative theory
- c. Oriental Thought: Kautilya and Sun Tzu

UNIT II: Administrative Structure and Process:

- a. Henri Fayol- Foundations of Management
- b. Frederick Winslow Taylor- Scientific Management
- c. Luther Gulick and Lyndall Urwick- Science of Administration

UNIT III: Classical Thought: Bureaucracy:

- a. Max Weber – Bureaucracy
- b. Karl Marx – State and Bureaucracy
- c. Samuel Krislov and Donald Kingsley– Representative Bureaucracy

UNIT IV: Social System Thought:

- a. Mary Parker Follett – Constructive Conflict and Leadership
- b. Elton Mayo – Human Relations Movement
- c. Chester Barnard – Theory of Authority Formal and Informal Organizations

UNIT V: Writers on Administration:

- a. Robert Dahl – Problems of Science of Administration
- b. Dwight Waldo – The Administrative State and Future of Public Administration
- c. Robert T. Golembiewski – Public Administration as Developing Discipline

Suggested Readings

- (i) Baker R J S (1972), *Administrative Theory and Public Administration*, Huthinson, London Barnard, Chester (1969), *The Functions of Executive*, Cambridge, Harvard University Press
- (ii) Donald Menzel and Harvey White (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. New York: M. E. Sharpe.
- (iii) Frank Marini, (1971). *Towards a New Public Administration: The Minnowbrook Perspective*, Chandler Publications, University of Columbia.
- (iv) George H. Fredrickson (et al).(2003). *The Public Administration Theory Primer*, Westview Press Golembiewski, Robert T, (1977). *Public Administration as a Developing Discipline*, Marcel Dekkar. Henry Nicholas (2007), *Public Administration and Public Affairs*, Prentice Hall of India, New Delhi
- (v) Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
- (vi) Luther Gulick & Lyndall Urwick (eds.) (1937), *Papers on Science of Administration*, New York Institution of Public Administration, New York.
- (vii) Lyndall Urwick & E F L Brech (1955), *The Making of Scientific Management*, Issac Pitman, London Lyndall Urwick (1947), *The Elements of Administration*, Issac Pitman & Sons, London Martin Albrow, *Bureaucracy* (1970), MacMillan, London
- (viii) Prasad, Ravindra. D (et al) eds (2013). *Administrative Thinkers* , Sterling Publishers, New Delhi. Waldo, Dwight (1968), *The Study of Public Administration*, Random house, New York White
- (ix) Jay D. and Guy B. Adams (1994), *Research in Public Administration: Reflections on theory and Practice*, Sage

SPA 5105 INDIAN CONSTITUTION, SOCIAL JUSTICE AND ADMINISTRATION
(Core Course)

UNIT I: Indian Constitution

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

UNIT II: Union & State Government

- a. President, Prime Minister and Council of Ministers
- b. Governor, Chief Minister and Council of Ministers
- c. Secretariat and Directorates
- d. District Administration and the role of District Collector

UNIT III: Centre – State Relations and Local Self Government

- a. Distinctive features of Indian Federation
- b. Legislative, Administrative and Financial relations between the Union and the States
- c. Decentralization Experiments in India – 73rd and 74th Amendments and their implementation

UNIT IV: Accountability & Control

- a. Legislative, and Executive Control
- b. Judicial control and Judicial Review
- c. Right to Information Act

UNIT V: Social and Welfare Administration in India

- a. Reservations for SC, ST and Backward classes
- b. National SC and ST Commission; Women’s Commission
- c. Minorities Commission and Human Rights Commission

Suggested Readings

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

SEMESTER-II

SPA 5201 INTRODUCTION TO GOVERNANCE (Core Course)

UNIT - I: Introduction

- a. Definitions, Issues and Controversies
- b. Reinventing Government
- c. Reforming Institutions: The State, Market and Public domain

UNIT - II: State and Governance

- a. Origin and types of State
- b. Democratic State and Democratic Administration
- c. Neo-Liberalism and Rolling Back State
- d. Governance as Government

UNIT – III: Citizen and Governance

- a. Rule of Law and Human Rights
- b. Accountability
- c. Participation
- d. Representation

UNIT - IV: Techniques of Governance

- a. Openness and Transparency
- b. Citizen Charter
- c. Social Audit

UNIT - V: Emerging Trends

- a. Public and Private Governance: An Overview
- b. Market, Civil Society
- c. Information and Communication Technology

Suggested Readings

- (i) Bell, S., and Hindmoor, A. (2009) *Rethinking Governance: The Centrality of the State in Modern Society*, Cambridge: Cambridge University
- (ii) Bevir, Mark (2009), *Key Concepts in Governance*, Sage, London.
- (iii) Bevir, Mark, ed. (2010) *The Sage Handbook of Governance*. Thousand Oaks, CA: Sage Publications. Bovaird, Tony and Elke Löffler, eds. (2009) *Public Management and Governance Second Edition*. London: Routledge.
- (iv) Farazmand, Ali and Jack Pinkowski, eds. (2006) *Handbook of Globalization, Governance, and Public Administration*. London: CRC/Taylor & Francis.
- (v) Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In *Deliberative Policy Analysis: Understanding Governance in the Network Society*, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.
- (vi) Kjaer, A (2004) *Governance*. Cambridge, UK: Polity Press.
- (vii) Kooiman, Jan ed. (1993) *Modern Governance: New Government-Society Interactions*. London: Sage. Kooiman, Jan. (2003) *Governing as Governance*. London: Sage.
- (viii) Morrison, Donald (1945) "Public Administration and the Art of Governance." *Public Administration Review* 5:1: 83-87.
- (ix) Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." *Governance: An International Journal of Policy, Administration, and Institutions* 23:1:7-35.
- (x) Osborne, Stephen P., ed. *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*. London: Routledge
- (xi) Peters, B. Guy (1996) *The Future of Governance: Four Emerging Models*, pp. 1-20.

Unit I: Behaviouralism

- a. Herbert Simon: Behaviouralism and Decision-Making
- b. Geoffrey Vickers: Appreciative System
- c. Warren Bennis: Changing Adaptive Organizations

Unit II: Organizational Humanism – I

- a. Abraham Maslow: Needs Hierarchy
- b. Victor Vroom: Expectancy Theory of Motivation
- c. Douglas McGregor: Theory X and Theory Y

Unit III: Organizational Humanism – II

- a. Frederick Herzberg: Hygiene and Motivation Factors
- b. Chris Argyris: Integrating the Individual and the Organization
- c. Rensis Likert: Systems Management

Unit IV: Market Theories

- a. Vincent Ostrom: Public Choice
- b. Peter Drucker: Knowledge Based Organization
- c. Elinor Ostrom: Governing the Commons

Unit V: Emerging Trends

- a. Critical Social Theory
- b. New Public Service
- c. Post Modernism and Post Structuralism
- d. Administrative Theory: A Critical Review

Suggested Readings

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

UNIT I: Historical Background

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

UNIT II: Constitutional Framework of Government

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

UNIT III: System of Government

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

UNIT IV: State Government

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

UNIT V: Constitutional, Statutory and Non-Statutory Authorities

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

Suggested Readings

- (i) Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra. Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- (ii) Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.
- (iii) Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi. Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
- (iv) Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
- (v) Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
- (vi) Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi. Sarkar Jadunath (2009), The Mughal Administration, Six Lectures, BiblioLife
- (vii) Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
- (viii) Sibransan Chatterjee (1997), Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates, Calcutta.
- (ix) Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
- (x) Subash C. Kashyap (1994), Our Constitution: An Introduction to India's Constitution and Constitutional Law, National Book Trust, New Delhi.
- (xi) Subash C. Kashyap (1997), Coalition Government and Politics in India, Uppal Publishing House, New Delhi.
- (xii) Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
- (xiii) Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi

SPA 5204 RESEARCH METHODOLOGY (Core Course)

UNIT –I Introduction

- a. Meaning, Objectives, Scope and Importance of Social Science Research
- b. Types of Research
- c. Objectivity in Social Science Research
- d. 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. Sampling, Sampling Techniques and Scales of Measurement
- b. Data Collection Primary Sources
- c. Observation; Questionnaire and Interview
- d. Secondary sources of Data Collection - Use of Library and Internet

UNIT - V: Sampling and Report Writing

- a. Analysis of Data and Use of computers in Social Science Research
- b. Citing and Ethics of Research in Public Administration
- c. Research Report Writing

Suggested Readings

- (i) 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.
- (ii) Burton,Dawn (Eds.) (2000)Research Training for Social Scientists, Sage Publications, New Delhi,. Chawla Deepak and Neena Sondhi (2011), Research Methodology- Concepts and Cases, Vikas Publishing, New Delhi.
- (iii) 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.
- (iv) Goode William J. and Paul K. Hatt (2006), Methods in Social Research, McGraw Hill Book Company, USA.
- (v) 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.
- (vi) Locke, L. F., et.al (2007), Proposals that Work: A Guide for Planning Dissertations and Grant Proposals. New Delhi: Sage.
- (vii) Loseke, Donileen R. (2013), Methodological Thinking. New Delhi: Sage.
- (viii) McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches, M.E. Sharpe.
- (ix) Miller Gerald J., Kaifeng Yang (2007) Handbook of Research Methods in Public Administration, CRC Press.
- (x) Mishra S.K., J.C. Binwal (1991), Computer in Social Science Research, Har- Anand, New Delhi.
- (xi) White Jay (Eds.) (1994), Research in Public Administration: Reflection on Theory and Practice, Sage London.

SPA 5205 CIVIL SERVICES IN INDIA (Core Course)

UNIT - I: Civil Services: Concept and Evolution

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

UNIT – II: Bureaucracy

- a. Concept of Bureaucracy – Historical Evolution
- b. Civil Service: Neutrality and Commitment
- c. Relationship between Politicians and Civil Servants

UNIT - III: Public Personnel Administration

- a. Recruitment: Methods and Significance
- b. Training of Public Servants in India- Promotion System in India
- c. Disciplinary Procedure for Civil Servants

UNIT - IV: Civil Services-Citizenry Interface

- a. Civil Society and Administration
- b. Technology and Changing Nature of Public Services
- c. Ethics and Accountability

UNIT V: Indian Civil Services: Major Issues

- a. Generalists and Specialists Controversy
- b. Civil Services in the context of Globalisation
- c. Civil Service Reforms- IInd ARC Recommendations

Suggested Readings

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

SEMESTER-III

SPA 5301 COMPARATIVE AND DEVELOPMENT ADMINISTRATION

(Core Course)

UNIT I: Introduction

- a. Nature, Scope, Characteristics and Importance of CPA
- b. Evolution of Comparative Public Administration
- c. International Comparative Public Administration
- d. Critique of Comparative Public Administration

UNIT II: Approaches

- a. Bureaucratic Approach
- b. General Systems Approach
- c. Decision Making Approach
- d. Ecological Approach

UNIT III: CPA: Contribution of F. W. Riggs

- a. Structural-Functional Approach
- b. Theory of Prismatic Society
- c. Development Models

UNIT IV: Comparative Administrative Systems

- a. Classical Administrative System–France
- b. Developing Administrative System–India
- c. Developed Administrative Systems–USA and UK
- d. Modern Administrative Systems–Japan and Korea

UNIT V: Development Administration

- a. Nature, Scope and Elements of Development Administration
- b. Goals and Challenges of Development Administration
- c. Models of Development Administration: Sustainable Development, Human Development & Inclusive Development

Suggested Readings

- (i) Ali Farazmand,(2001)Handbook of Comparative and Development Public Administration, Marcel Dekker, NY.
- (ii) Esman,Milton J.(1970).CAG and the study of public administration. InF. W. Riggs(Ed.) 3.
- (iii) The frontiers of development administration(pp.41-71). Durham, North Carolina: Duke University Press.
- (iv)Heady,F(1996).Public Administration: A comparative perspective (5thed.).New York: Marcel Dekker.
- (v) Heaphey, J. (1968). Comparative Public Administration: Comments on current characteristics. Public Administration Review, 28(3),242-249.
- (vi)Montgomery, J. (1966). Approaches to Development politics, Administration and change, New York: Mc Graw Hill.
- (vii) Pai Panandikar, V.A. (1964). Development Administration: An approach. Indian Journal of Public Administration,10(1),34-44.
- (viii)Raphaeli, N.(1967). Readings in comparative public Administration, Boston, Massachusetts: Allynand Bacon.
- (ix) Riggs,F.W.(1970).The ecology of a Administration. Bloomington: Indiana University.
- (x) Riggs,F.W. (1956). Public Administration: A neglected factor in economic Development. Annals of the American Academy of Political and Social Sciences, No.305, Agrarian Societies in Transition (May1956),70-80.
- (xi)Swerdlow,I.(1963).(Ed.)Development Administration: Concepts and problems. Syracuse, NewYork: Syracuse University Press.
- (xii) W.E.Weidner (Ed.)(1970),Development Administration in Asia, Durham, North Carolina: Duke University Press.
- (xiii) Waldo,D.(1963).Comparative Public Administration prologue, performance and problems. Indian Journal of Political Science, 24(3), 177-216.
- (xiv) Weidner,W.E.(1970a).(Ed.), Development Administration in Asia, Durham, North Carolina: Duke University Press.

SPA 5302 RURAL GOVERNANCE IN KERALA (Core Course)

Unit - I: Dynamics of Grass root Governance in Kerala: -

Evolution of Rural Governance in Kerala- Participatory Governance in political and Administrative level- Emerging Trends in Rural Governance- Kerala Panchayat Raj Act 2014- People's Planning- PRIs and Democratic Decentralisation in Kerala.

Unit – II: Local Self Government System in Kerala:

Institutions of Local Governance-Local Government Structure in Kerala- Administrative Mechanisms of Governance and Oversight Institutions- Nature and Scope of LSG institutions- Functions of Local Governments- Committees and Participatory Forums- -Local governance and delivery of Public Services -Non-governmental Support systems- Social Capital and governance in Kerala- New Institutional Mechanisms- Institutional Reforms.

Unit – III: PRIs and State Government:

Administrative and Fiscal Relations- Fiscal Decentralisation in Kerala- Panchayat Finance- Issues in Fiscal Decentralisation- Resource Generation-Budget procedure and Transfer of Funds- Planning and Implementation

Unit – IV: Rural Governance and Development:

Marginalisation, Poverty and Decentralisation- PRIs and Social Security- Gender and Governance in Rural Kerala- Kudumbashree and SHGs- Gender mainstreaming Programmes- PRIs and Management of Natural Resources-Rural initiatives in Kerala for the Development of Weaker Sections- Women in Local Governance

Unit - V: E Governance initiatives in Rural Governance:

Role of Information Kerala Mission-Local Governance challenges before Kerala- Problems and issues in governance of Rural Kerala

Suggested Readings

- (i) Bandhopadyaya D (1997) People's Participation in Planning: Kerala Experiment. Economic and Political Weekly, 27 September:2450–54
- (ii) Chathukulam J, John MS (2002) Five Years of Participatory Planning in Kerala: Rhetoric and Reality. Economic and Political Weekly, 7 December
- (iii) Chaudhuri S, Harilal KN, Heller P (2004) Does Decentralization Make a Difference?: A Study of the People's Campaign for Decentralised Planning in the Indian State of Kerala. Project Report, Centre for Development Studies, Thiruvananthapuram
- (iv) Das MK (2000) Kerala's Decentralized Planning: Floundering Experiment. Economic and Political Weekly, 2 December:4300–03
- (v) Franke WR, Chasin HB (1992) Kerala: Development Through Radical Reform. Promilla Publishers, New Delhi
- (vi) Franke R, Chasin B (1997) Power to the Malayalee People. Economic and Political Weekly 31
- (vii) George KK (1993) Limits to Kerala Model of Development: An Analysis of Fiscal Crisis and Its Implications. Centre for Development Studies, Thiruvananthapuram
- (viii) Heeks, R. (1999). *Reinventing government in the information age*. London: Routledge.
- (ix) Heller P (1996) Social Capital as Product of Class Mobilisation and State Intervention: Industrial Workers in Kerala, India. World Development 24
- (x) Isaac Thomas TM, Franke RW (2000) Local Democracy and Development: People's Campaign for Decentralized Planning in Kerala. Left Word, New Delhi
- (xi) Isaac Thomas TM, Harilal KN (1997) Planning for Empowerment: People's Campaign for Decentralized Planning in Kerala. Economic and Political Weekly, January:53–58.
- (xii) Krishnan, C. (2009). Information communication technology and governance in Kerala. In K. Rajan (Ed.), *Kerala economy: Trends during the post reform period*. New Delhi: Serials Publication
- (xiii) Mohan Kumar S (2002) From People's Plan to Plan Sans People. Economic and Political Weekly 37:1492–97

- (xiv) Nair GND (2000) People's Planning in Kerala: A Case Study of Two Village Panchayats. Kerala Research Programme on Local Level Development Discussion Paper No 16, February, Centre for Developing Studies, Thiruvananthapuram
- (xv) Oommen, M A (2006), —Fiscal Decentralisation to the Sub-State Level Governments, Economic and Political Weekly, Vol. XLI, No. 10 [13].
- (xvi) Rajasekharan, K (2008), —Local Government Finance in Kerala, In M R Biju (ed), Financial Management of Panchayati Raj System, New Delhi :Kanishka
- (xvii) Ramachandran VK (1996) On Kerala's Development Achievements. In: Dreaze J, Sen A (eds) Indian Development: Selected Regional Perspectives. Oxford University Press, New Delhi
- (xviii) Rehman K, Rehman MM (1998) Participation in Rural Development. International Labour Office, Geneva
- (xix) State Finance Commission (2001) Second State Finance Commission Report, Kerala, Part-I. Government of Kerala, Thiruvananthapuram
- (xx) UNDP (1993) Human Development Report. Oxford University Press, New York
- (xxi) M.R.Biju, Dynamics of New Panchayati Raj System; Reflections and Retrospections, Kanishka, 1998.
- (xxii) M.R.Biju, Resurgent Rural India; Decade after the Constitutionalisation of Panchayati Raj, Authors Press, 2007.

SPA 5001 PUBLIC POLICY – CONCEPTS AND MODELS (Elective Course)

Course Objective

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

UNIT-I: Models of Public Policy-I

- a. VilfredoPareto: Optimality and Improvement
- b. John Rawls: A Theory of Justice
- c. Gabriel Almond: Interest Aggregation and Articulation

UNIT-II: Models of Public Policy-II

- a. Harold Lasswell: Policy Sciences
- b. Yehezkel Dror: Meta Policy
- c. Charles Lindblom: Incrementalism

UNIT-III: Models of Public Policy-III

- a. William Niskanen: Budget Maximizing Model
- b. Elinor Ostrom: Institutional Rational Choice
- c. Amartya Sen: Development as Freedom

UNIT-IV: Concepts of Public Policy:

- a. Institutionalism
- b. Process: Policy as a Political Activity
- c. Public Choice
- d. Strategic Planning

Suggested Readings

- (i) Anderson J.E., (2006) Public Policy -Making: An Introduction, Boston, Houghton
- (ii) Ashford,Doug(ed.), (1992), History and Contextin Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press
- (iii) Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT
- (iv) Barker, Anthony, and B.Guy Peters (eds.), (1993), The Politics of Expert Advice : Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
- (v) Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managin in Government, UCP, Berkeley, CA
- (vi) Bergerson, Peter J.(ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
- (vii) Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M. E. Sharpe
- (viii) Dror. Y, (1989), Public Policy making Re-examined,2nded.,San Francisco, Chandler.
- (ix) Dye Thomas (2008), Understanding Public Policy,S ingapore, Pearson Education
- (x) Fischer, Frank, (1995),Evaluating Public Policy Chicago: Nelson Hall.
- (xi) Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5thEdition.
- (xii) JayM.Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press
- (xiii) John Rawls(1971),A Theory of Justice, Harvard University Press.
- (xiv) John, Peter,(2012),AnalysingPublicPolicy,2nd ed., Routledge, Taylor and Francis Group, London.
- (xv) Lasswell Harold, (1971), A Preview of Policy Sciences, New York, Elsevier.
- (xvi) Lerner, D. and H.D. Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
- (xvii) Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd, New Jersey, Prentice -Hall.

SPA 5002 PUBLIC POLICY ANALYSIS (Elective Course)

Course Objective

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

UNIT- I: Introduction

- a) Policy Cycle Framework
- b) Policy Process Network
- c) Empirical and Normative Policy Analysis
- d) Retrospective and Prospective Analysis

UNIT- II: Actors in Policy Analysis

- a) Government Institutions- Legislature, Executive and Judiciary
- b) International Donor Agencies
- c) Multinational and Transnational Agencies
- d) Political Parties, Media and Civil Society

UNIT- III: Techniques

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

UNIT- IV: Constraints on Public Policy

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

Suggested Readings

- (i) Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
- (ii) Barker, Anthony, and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
- (iii) Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
- (iv) Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
- (v) Gerston Larry N., (2004), Public Policy Making: Process and Principles, Armonk, M.E. Sharpe
- (vi) Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
- (vii) Howlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
- (viii) Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press
- (ix) John, Peter, (2012), Analyzing Public Policy, 2nd ed., Routledge, Taylor and Francis Group, London.
- (x) Michael Howlett and M. Ramesh (2003), Studying Public Policy, (Ontario: Oxford University Press),
- (xi) Pal, Leslie A., (1992), Public Policy Analysis: An Introduction, Toronto: Nelson.
- (xii) Xun Wu et.al (2013), The Public Policy Primer, Routledge, London

SPA 5003 PUBLIC POLICY MAKING IN INDIA (Elective Course)

Course Objective:

In India the formulation of Public policy is highly complex than any other nation because of the existence of a federal polity diversity and pluralistic nature of society. In addition to this people belonging to different regions, political representatives and industrialists make conflicting demands and bring pressures on various branches of governments i.e., the executive, legislature and judiciary which are involved in Public policy formulation process. Public policy development is also influenced by the policy planning cells constituted in important Ministries such as Home, Defence, Agriculture etc. In practice these units have functioned more as research cells than as policy making units, as originally intended. In India the bureaucracy also plays a key role in the policy formulation process. The role of the bureaucracy in policy process varies from level to level and situation to situation. However, the emphasis on each of these functions of bureaucracy is subject to the political dynamics within which it operates. Constitutionally all policy matters must obtain final approval of Parliament.

Unit I: Dynamics of Public Policy in India

- a. Indian Social and Cultural Context
- b. Indian Economic Context
- c. Indian Constitutional and Political Context

Unit II: Participants in Public Policy Making

- a. Legislature, Cabinet and State Governments
- b. Electorate and Policy Agenda
- c. Judiciary and Judicial Activism
- d. Media, Pressure Groups and Civil Society Organizations

Unit III: Levels of Public Policy Formulation

- a. Cabinet, Cabinet Committees and Cabinet Secretary
- b. NDC, NITI AAYOG and Finance Commission
- c. Role of Bureaucracy

Unit IV: Problems in Sound Policy Making

- a. Policy Formulation Challenges
- b. Policy Implementing Challenges
- c. Institutional Constraints
- d. Policy Acceptance by Society

Suggested Readings

- (i) Anderson J.E.,(2006) Public Policy - Making: An Introduction, Boston, Houghton
- (ii) Bergerson, Peter J.(ed.), (1991),Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
- (iii)Barker, Anthony and B. Guy Peters (eds.), (1993), The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy, Ithica, NY: University of Pittsburgh Press.
- (iv)Barzelay, Michael (1992), Breaking Through Bureaucracy: A New Vision for Managing Government, UCP, Berkeley, CA
- (v) Basu, D.D. (2000), Introduction to the Constitution of India,Wadhwaand Company, New Delhi.
- (vi) Fadia and Fadia, Indian Administration(2012), Sahitya Bhavan Publications, Agra.
- (vii) Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
- (viii) Fischer, Frank,(1995),Evaluating Public Policy Chicago: Nelson Hall.
- (ix)Granville Austin (1999), The Indian Constitution– Corner Stone of a Nation, OUP, New Delhi.
- (x) Maheswari,S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
- (xi)Hewlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
- (xii) Lindblom,C.E., and E.J., Woodhouse,(1993), The Policy making Process, 3rd New Jersey, Prentice-Hall.
- (xiii) Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
- (xiv) Ramesh K. Arora and Rajni Goyal (2012), Indian Public Administration, Vishwa Parkashan, New Delhi.
- (xv) Sathe,S.P. (2002), Judicial Activismin India, New Delhi: Oxford University Press.
- (xvi) Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
- (xvii) Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta, The Constitution of India, Government of India,2009.

Course Objective:

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

UNIT-I: Legal Foundations

- a. Fundamentals of Administrative Law
- b. Relationship between Law and Administration
- c. Governance as Execution of Law – Values and Context of Legal and Administrative Process
- d. Constitution, Rule of Law and Administrative Law – French, British and German Contexts

UNIT-II: Law and Governance

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

UNIT-III: Governance and Ethics

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

UNIT-IV: Quasi-Judicial Governance

- a. Administrative Tribunals
- b. National Water Tribunal
- c. National Green Tribunal
- d. Women Protection: Criminal Law (Amendment) Act, 2013 (Nirbhaya Act)

Suggested Readings

- (i) Appleby Paul H (1952), *Morality and Administration in Democratic Government*, Baton Rouge, Louisiana State University Press
- (ii) Aradhe, Alok and GP Singh (2013), *Principles of Administrative Law*, Lexis Nexis.
- (iii) Barnwal SP (1993), *Ethics in working India-Tradition in relation to Manand society*, IIPA, New Delhi
- (iv) Bentham Jeremy (1948), *Introduction to Principles of morals and legislation*, NewYork1948
- (v) Boulding Kenneth E (1968), *Beyond Economics—essays in society, religion and ethics*, Ann Arbor
- (vi) Cane, Peter (2011), *Administrative Law*, Oxford University Press, New York.
- (vii) Chapman Richard (Ed) (2000), *Ethics in Public Service for the New Millennium*, Aldershot,
- (viii) Ashgate Chkrabarty S K (1998), *Values and ethics for organization- Theory and practice—* OUP, New Delhi
- (ix) Fredrickson HG and Ghere R K (Ed) (1999), *Ethics in Public Management*, New York,
- (x) M E Sharp Friedmans (2010), *Administrative Law*, Har court Professional Publishing.
- (xi) Goodnow, Frank Johnson (2013), *Comparative Administrative Law an Analysis of the Administrative Systems National and Local, of the United States, England, France and Germany, Making of Modern Law*, Gale.
- (xii) Krishnaswamy, Sudhir (2011), *Democracy and Constitutionalism in India: A Study of the Basic Structure Doctrine*, OUP
- (xiii) McGarry, John (2013), *Constitutional and Administrative Law*, Routledge
- (xiv) Rosenbloom, David., et.al (ed). (1977), *Public Administration and Law*, Marcel Dekker.
- (xv) *Second AdministrativeReformsCommission,1 and 2nd Reports*
- (xvi) Sharma, Manoj (2004), *Indian administrative law*, Anmol Publisher, New Delhi.

Course Objective

Kerala is known for many innovations in society, polity and economy for quite some time. People in Kerala are known for their innovative spirit. For instance, the Kerala model of development and people's campaigns are widely acclaimed. Against this background, this paper discusses major innovations in public policy, administration and governance in recent years.

UNIT I: Governance Reforms

- a. Historical Perspective
- b. Administrative Reform Committees
- c. Modernizing Government Programme (MGP)

UNIT II: Governance and Development

- a. Health and Education
- b. Kudumbashree
- c. Implementation of Citizens' Charters

UNIT III: ICT and Governance

- a. Akshaya
- b. E-District
- c. FRIENDS
- d. 'Sutharyakeralam'

Unit IV: Decentralized Governance

- a. People's Participation: Planning and Auditing
- b. Civil Society Activism
- c. Issues and Challenges

Suggested Readings

- (i) Ahuja Kanta, A.K.Ojha (Ed.) (2008), *Governance and Reforms*, Jaipur, Aalekh Publishers.
- (ii) Albow, Martin (1990), *Globalization Knowledge and Society*, London, Sage.
- (iii) Arora, K. Ramesh, (Ed.) (2008), *Ethics in Government: Innovations, Issues and Instrumentation*, Jaipur, Aalekh Publishers.
- (iv) Baghel C.L., Yogendra Kumar (2006), *Good Governance: Concept and Approaches*, New Delhi, Kanishka Publications.
- (v) Banerjee, Ajit, M., Chandrasekharan, K.A (1996), *Renewing Governance: Issues and Options*, New Delhi, McGraw-Hill.
- (vi) Bevir, Mark (2009), *Key Concepts in Governance*, London, Sage Publications.
- (vii) Bhamphri, C.P., (1971), *Bureaucracy and Politics in India*, New Delhi, Vikas Publication.
- (viii) Bharatwal, C.P. (2003), Kumkum Kishore, *Public Administration in India: Current Perspectives*, New Delhi, A.P.H. Publishing Corporation.
- (ix) Bhattacharya, Mohit (1997), *Restructuring Public Administration: Essays in Rehabilitation*, New Delhi, Jawahar Publications.
- (x) Buss F., Terry, F. Stevans Redburn, Kristina Guo (ed), (2006), *Modernizing Democracy: Innovations in Citizen participation*, New Delhi, Prentice Hall of India Private Limited.
- (xi) Chakrabarty, Bidyut, Mohit Bhattacharya(ed.) (2008), *The Governance Discourse: A Reader*, New Delhi, Oxford University Press.
- (xii) Chaturvedi,T.N., (ed.) (1991), *Good Governance*, New Delhi, Indian Institute of Public Administration.
- (xiii) Chaudhary, Kameshwar, (ed.) (2007), *Globalization, Governance Reforms and Development in India*, New Delhi, Sage Publications.
- (xiv) Chopra, S.K. (ed.) (1997), *Towards Good Governance*, Delhi, Konark Publications.
- (xv) Ciulla Kamarck, Elaine and Joseph S. Nye Jr (ed.), (2002) , *Governance. Com: Democracy in the Information Age*, Washington, Bookings Institution Press.
- (xvi) Clarke, Michael and John Stewart (eds.), (1996), *Renewing Public Management: An Agenda for Local Governance*, London, Pitman.
- (xvii) Crevald, M.V. (1999), *The Rise and Decline of the State*, Cambridge, Cambridge University Press.

- (xviii) Das, S.K., (1998), *Civil Services Reforms and Structural Adjustment*, Oxford, Oxford University Press.
- (xix) Dey, Bata K., (2002), *Good Governance, Parametric Issues: A Futures Vision*, New Delhi, Uppal.
- (xx) Dhameja,Alka,(ed.)(2003), *Contemporary Debates in Public Administration*, New Delhi, Prentice Hall of India Private Limited.
- (xxi) Dubey, Ajay (ed.) (1996), *Democratic Governance: Management Practices in Indian Cooperative*, New Delhi. Kalinga.
- (xxii) Farazmand, Ali, Jack Pinkowski (ed.) (2007), *Hand book of Globalization, Governance and Public Administration*, Boca Raton, CRC Press.
- (xxiii) Fox, C.J. and Miller, H.T (1995), *Post Modern Public Administrations towards Discourse*, London, Sage Publications.
- (xxiv) Fredrickson, George (1993), *Ethics and Public Administration: Some Assertions in Ethics and Public Administration*, New Delhi, Rawat Publications.
- (xxv) Gill, S.S. (1998), *The Pathology of Corruption*, New Delhi, Harper Collins.
- (xxvi) Godbole, Madhav (2003), *Public Accountability: The Imperatives of Good Governance*, New Delhi, Orient Longman.
- (xxvii) Jain, R.B. (2001), *Public Administration in India, 21st Century Challenges for Good Governance*, New Delhi, Deep and Deep Publications Pvt. Ltd.
- (xxviii)Gupta, M.C., and Tiwari R.K. (ed.) (1998), *Restructuring Government*, New Delhi, Indian Institute of Public Administration.
- (xxix) Medury, Uma (2010), *Public Administration in the Globalization Era: The New Public Management Perspective*, New Delhi, Orient Blackswan.
- (xxx) Mehta, Vinod (Ed.) (2000), *Reforming Administration in India*, New Delhi, Har Anand and ICSSR.
- (xxxi) Ramachandran Nair, K. (2007), *Governance Reforms and Development in Kerala in the Context of Globalisation* in Kameswar Chaudhary (ed.) , *Globalisation, Governance Reforms and Development in India*, Sage Publications, New Delhi,
- (xxxii) Surendra Munshi, Biju Paul Abraham and Soma Chaudhuri (2009), *The Intelligent Person's Guide to Good Governance*, Sage Publications, New Delhi

SPA 5006 E-GOVERNANCE (Elective Course)

Course Objective

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

UNIT- I: Introduction

- a. Governance in Digital Age (Introduction of ICT in administration, Technological Adaptation, Reorganization of Administrative structures and institutions)
- b. Meaning, Scope and Importance of E-Governance (Meaning, Definitions, Scope, Types and Importance of E- Governance)
- c. Evolution of E-Governance (Evolution of Computer and Internet – Application to Administrative Systems)

UNIT – II: Concepts

- a. Perspectives and Theories of E-Governance
- b. Models of E-Governance (the General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model)
- c. National E-Governance Plan

UNIT – III: Cases

- a. E-Literacy: ‘Akshaya’ in Kerala
- b. Electronic Citizen Services: A comparative outlook
- c. Digitalization of Land Records Administration: ‘Bhoomi’ in Karnataka
- d. Automizing District Administration: The E-District project

UNIT– IV: Issues

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

Suggested Readings

- (i) Bellamy, Christine, and John, A. Taylor, (1998), *Governing in the Information Age*, Buckingham, Open University Press.
- (ii) Bhatnagar, S.C. (2004) *E-Government – from Vision to Implementation: A practical guide with case studies*, Sage Publications, New Delhi. Bhatnagar, S.C. (2009) *Unlocking E-Government Potential: Concepts, cases and practical insights*, Sage Publications, New Delhi. Bouwman, Harry, and et.al., (2005), *Information and Communication Technology in Organisations*, Sage Publications, London.
- (iii) Heeks, R. (2006) *Implementing and Managing eGovernment: An international text*, Sage
- (iv) Marchionini, G., (1995), *Information Seeking in Electronic Environments*, New York, The Press Syndicate of the University of Cambridge, USA.
- (v) Michael E. Milakovich, (2012), *digital governance - New Technologies for improving Public Service an Participation*, Routledge, Taylor and Francis group, New York.
- (vi) Pardhasaradhi, Y. (et.al) (2009), *E-Governance and Indian Society: An Impact of Study*, Kanishka, New Delhi. Satyanarayana, J, (2004), *E-Government: The Science of the Possible*, PHI Learning Pvt Ltd, New Delhi.

SPA 5007 HUMAN RESOURCE ADMINISTRATION (Elective Course)

Course Objective

Human Resource Administration concerns human resource management as it applies specifically to the field of Public Administration. Human Resource Administration in public and non-profit settings includes human resource planning, staffing, development and compensation. The function of Human Resource Administration is to provide employees with the capability and capacity to achieve long-term goals and plans. The course seeks to acclimatize students with the fundamental and advanced precepts of Human Resource Administration.

UNIT- I: Introduction

- a. Human Resource Administration: Importance, Scope and Perspectives
- b. Concept of Merit – Role of Public Services
- c. Public Institutional Theory

UNIT- II: Classification and Recruitment

- a. Human Resource Planning; Classification of Services (Rank and Position Classification); Competency Mapping
- b. Recruitment: Selection and Induction; Career Planning
- c. Promotion: Principles and Practices
- d. Personnel Agencies: UPSC and State Public Service Commissions

UNIT- III: Capacity Building

- a. Training: Objectives, Types, Methods, Techniques and Training Needs Assessment
- b. Performance Evaluation – Traditional and Modern methods
- c. Capacity Building- Institutional Building

UNIT –IV: Pay and Conditions of Service

- a. Pay and Pay Principles
- b. Agencies and Mechanisms for Pay Determination
- c. Recommendations of 6th and 7th Pay Commissions
- d. Conduct, Discipline and Superannuation

UNIT –V: Concepts and Emerging Trends

- a. Neutrality, Anonymity and Integrity
- b. Outsourcing, Rightsizing and Talent Management
- c. Human Resource Accounting and Audit
- d. Human Resource Administration: Issues and Challenges

Suggested Readings

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

Course Objective

Human Rights have become one of the major issues of governance in the country. Respect for Human Rights is a matter of Good Governance, and a precondition for Human Development. A well-functioning public sector that adheres to principles such as Transparency and Participation and is accountable to the citizens, gives people security and lays the foundation for peaceful co-existence. Hence, Human Rights play a central role in the management and governance of the administrative system. In turn, it makes the system ethical, responsible and efficient. The aim of the course is to educate and to create awareness among the students about the basic concepts, theories and practices of Human Rights in the administrative field.

Unit I: Introduction

- a. Origin and History of Human Rights
- b. Nature and Scope of Human Rights and Indian context
- c. Relation and dichotomy with Human Duties

Unit II: Theories and Generations

- a. Theories of Human Rights
- b. Classification of Human Rights
- c. Emerging areas of Human Rights

Unit III: Human Rights: Constitutional Perspective

- a. Preamble
- b. Fundamental Rights and Directive Principles of State Policy
- c. Constitutional Remedies for Violation of Human Rights

Unit IV: Administration of Human Rights

- a. National Human Rights Commission (NHRC) and State Human Rights Commissions (SHRCs)
- b. Human Rights Courts, Non-Governmental Actors and Whistle Blowers
- c. Lok Pal and Lok Ayukta
- d. Directorate of Public Grievances and Consumer Forums

Suggested Readings

- (i) Mary Ann Glendon, *A World Made New: Eleanor Roosevelt and the Universal Declaration of Human Rights*, Random House Trade, 2002
- (ii) Rosa Freedman, *The United Nations Human Rights Council: A Critique and Early Assessment (Routledge Research in Human Rights Law)*, Routledge, 2013
- (iii) Luisa Blanchfield, *The United Nations Human Rights Council: Issues for Congress*, BiblioGov, 2013
- (iv) Hilary Charlesworth, *Human Rights and the Universal Periodic Review: Rituals and Ritualism*, Cambridge University Press, 2015
- (v) Ann Marie Clark, *Diplomacy of Conscience: Amnesty International and Changing Human Rights Norms*, Princeton University Press, 2001
- (vi) Aarti Singh and Shivani Singh, *National Human Rights Commission: Prevention of Human Rights Violation*, LAP LAMBERT Academic Publishing, 2014
- (vii) *Human Rights Watch World Reports*, Seven Stories Press (2008-13)
- (viii) Leonard Besselink, *Human Rights Commissions and Ombudsman Offices: National Experiences Throughout the World*, Springer, 2001
- (ix) Martine Boersma (Editor), Hans Nelen (Editor), *Corruption & Human Rights: Interdisciplinary Perspectives (Maastricht Series in Human Rights)*, Intersentia, 2010
- (x) Parsa Venkateshwat Rao, *Lokpal: Facts & Arguments*, Har-Anand Publications Pvt. Ltd 2011
- (xi) R. K. Dhawan, *Public Grievances and the Lokpal*, Synergy Books India, 2012
- (xii) C. Raj Kumar, *Corruption and Human Rights in India: Comparative Perspectives on Transparency and Good Governance*, Oxford University Press, 2012
- (xiii) Prashant Sharma, *Democracy and Transparency in the Indian State: The Making of the Right to Information Act, (Routledge/Edinburgh South Asian Studies Series)*, Routledge, 2014
- (xiv) Christina M. Akrivopoulou, Nicolaos Garipidis (Editors), *Human Rights and Risks in the Digital Era: Globalization and the Effects of Information Technologies*, IGI Global, 2012
- (xv) William T Gormley and Steven J Balla, *Bureaucracy and Democracy: Accountability and Performance*, CQ Press College, 2012
- (xvi) Bard Andreassen and Stephen P. Marks, *Development as a Human Right: Legal, Political and Economic Dimensions*, Intersentia, 2010
- (xvii) Micheline Ishay, *The History of Human Rights: From Ancient Times to the Globalization Era*, University of California Press, 2004

- (xviii) Lynn Hunt, *Inventing Human Rights: A History*, W. W. Norton & Company, 2008
- (xix) Dr. S. Mehartaj Begum, *Human Rights in India – Issues and Perspectives*, APH Publishing Corporation, New Delhi, 2000.
- (xx) Akira Iriye, Petra Goedde and William I. Hitchcock, *The Human Rights Revolution: An International History (Reinterpreting History)*, Oxford University Press, 2012
- (xxi) Subrata Sankar Bagchi, Arnab Das, *Human Rights and the Third World: Issues and Discourses*, Lexington Books, 2012
- (xxii) Jack Donnelly, *Universal Human Rights in Theory and Practice*, Cornell University Press, 2013
- (xxiii) Costas Douzinas, Conor Gearty, *The Meanings of Rights: The Philosophy and Social Theory of Human Rights*, Cambridge University Press, 2014
- (xxiv) Michael Ignatieff, *Human Rights as Politics and Idolatry: (The University Center for Human Values Series)*, Princeton University Press, 2003
- (xxv) Marco Odello (Editor), *Sofia Cavandoli, Emerging Areas of Human Rights in the 21st Century: The Role of the Universal Declaration of Human Rights (Routledge Research in Human Rights Law)*, Routledge, 2011
- (xxvi) Kalpana Kannabiran, *Tools of Justice: Non-discrimination and the Indian Constitution*, Routledge India, 2014
- (xxvii) R. C Jha , *Fundamental Rights and Doctrine of Sovereign Immunity: Reflections on the Indian Constitution for the Protection of Human Rights*, Sheridan Book Co (1995)
- (xxviii) P.L. Mehta and Neena Verma, *Human Rights under Indian Constitution*, Deep & Deep Publications, New Delhi, 1999

SEMESTER-IV

SPA 5401 PUBLIC FINANCIAL GOVERNANCE IN INDIA (Core Course)

Course Objective:

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

UNIT-I: Introduction

- a. Public Finance: Evolution, Meaning and Scope
- b. Public Revenue: Meaning, Need, Classification and Principles of Revenue
- c. Expenditure: Meaning, Need and Classification

UNIT-II: Budget and Governance

- a. Public Budget: Meaning Purpose and Significance
- b. Budget Preparation. Enactment and Execution
- c. Types of Budget: Lin-Item Budget, Performance Budget, PPBS and Zero-Based Budgeting
- d. Gender Budget, Green Budget and Sunset Legislation

UNIT-III: Financial Management in India

- a. Fiscal Federalism- Centre-State Financial Relations, Distribution of Resources
- b. Finance Commission – Composition, Powers, Functions and Role
- c. Fiscal Management: Public Debt and Deficit Financing
- d. Monetary Policy and Fiscal Policy

UNIT-IV: Tax Governance

- a. Tax Governance in India
- b. Principles of Taxation and Tax Administration in India
- c. Priorities for improving Tax Governance and GST

UNIT-V: Control over Finance

- a. Accounting and Auditing Reforms in India
- b. Types of Audit: Internal and External Audit-Standards of Public Accounting
- c. Parliamentary Financial Committees and Comptroller & Auditor-General of India

Suggested Readings

- (i) Brigham Eugene F (2011), Financial Management: Theory and Practice, Cengage Learning India
- (ii) CABRI/OECD (2008) Survey of budget practices and procedures. OECD.
- (iii) Campos E & Pradhan S (1995) Budgetary Institutions and expenditure outcomes.
- (iv) Washington DC: WB\Carlos, Santiso (2009) The Political Economy of Government Auditing, Taylor and Francis Chen Greg G et.al(Eds) (2008) Budget Tools: Financial Methods in the Public Sector, CQ Press
- (v) Government of India, Second Administrative Reforms Commission, fourteenth Report, Strengthening Financial Management System, April 2009.
- (vi) L.K Jha (1986), Economic Administration in India- Retrospect's and Prospect, New Delhi: IIPA
- (vii) Lee Robert D.Jr., et al (Eds) (2007), Public Budgeting Systems, Jones & Brtlett Learning.
- (viii) Mahajan Sanjeev Kumar and Anupama Puri Mahajan (2014), Financial Administration in India, PHI Learning, Delhi
- (ix) Mikesell John (2010), fiscal Administration, Cengage Learning.
- (x) Pritchard W (2010) Taxation and state building: Towards a governance focused tax reform agenda.
- (xi) IDS Working Paper
- (xii) R.K Lekhi and Jogidersingh (2013), Finance, Kalyani Publishers, New Delhi.
- (xiii) Rabin Jack, W Barley Hildreth, Gerald J. Miller (2006) Handbook of Public Financila Managemnt, Taylor & Francis Group.
- (xiv) Sharma M.K (2006), Finacial Administration, Anmol publications, New Delhi.
- (xv) Stephan J Beiley (1995), Public Sector Economics: Theory, Policy and Practice, London
- (xvi) Wang Ziaohu (2010), Financial Management in the Public Sector: Tools, Applications and Cases, M.E.Sharpe.

(Core Course)

Guidelines for the Project Report

1. Students can identify the research areas and topics in the third semester. This will help them to collect the data in the semester holidays prior to the fourth semester.

2. Method of identification:

- Expert lectures by eminent academicians, NGO groups and Industrial Managers
- Department can draw clues from intellectual debates and Newspaper articles and finalize topics at the commencement of the third semester
- Choice can be given to the student to identify the topic on the identified broader theme
- Interdisciplinary areas to be given preference
- Local experiments in governance and policy making may be given priority in identifying the topic

3. Training

- Objectives, Hypothesis and Methodology to be explained to the student thoroughly
- Students to be trained to concentrate on individual cases and to draw theoretical conclusions
- Writing style, Font, Font size, Number of Pages, Footnotes etc., should be identical
- Use of computer software in data analysis is recommended.
- The Project Report should not be less than 50 typed pages in length, and should contain a Bibliography.

4. Data Collection

- Duration of Data Collection may be for two to three weeks based on the number of semester holidays.
- The Department can ask the Government offices, Municipalities, Panchayats, NGOs and industries to help the students to provide the required data.

5. Presentation

- The project presentation will be done in the presence of an outside expert for comments and reviews
- The Department can change the thrust areas every year based on the understanding of real world developments

Course Objective

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

UNIT- I: Introduction

- a. Importance of Case Studies in Public Policy
- b. Case Study as a Representative Sample
- c. Building Theory from Case Studies

UNIT- II: Education Policy

- a. National Education Policy
- b. Public Expenditure on Education in India
- c. Right to Education Act
- d. Corporatization of Education System

UNIT- III: Economic Policy

- a. New Economic Policy
- b. Liberalization and Growth of Indian Economy
- c. Impact of Globalization on Mixed Economy

UNIT- IV: Protective Discrimination

- a. Democratization of Power: Reservations
- b. Women's Reservation Bill
- c. Reservations in Corporate Sector

Suggested Readings

- (i) Agarwal, J. C. (2009), Education policy in India, Neha Publishers & Distributors.
- (ii) Anne O. Krueger, (2002), Economic Policy Reforms and the Indian Economy (ed.), University of Chicago Press, Chicago.
- (iii) Bijoy Chandra Mohapatra (2013), Reservation Policy in India, Neha Publishers & Distributors.
- (iv) Dev, Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays.
- (v) Dube , Akhilesh (1997), Commercialization of education in India: Policy, law, and justice, A.P.H. Pub. Corp.
- (vi) Esharenana E. Adomi, (2010), Frameworks for ICT Policy: Government, Social and Legal Issues, IGI Global Snippet. Government of India,
- (vii) National Cyber Security Policy, 2013. Government of India, National Policy on Information and Communication Technology, 2012.
- (viii) Kim J. Andreasson , (2011), Cybersecurity: Public Sector Threats and Responses, CRC Press, Taylor and Francis Group, Boca Raton.
- (ix) P. T. Bauer, (2011), Indian Economic Policy and Development, Routledge, New York.
- (x) S. K. Modi (2013), Discrimination Caste System And Reservation Policy of Modern India, Neha Publishers & Distributors
- (xi) Sen , Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Papers No.1. Asian Development Bank.
- (xii) Sharma Arvind (2005), Reservation and Affirmative Action: Models of Social Integration, Sage.
- (xiii) Siddheswar Prasad(1993), New Economic Policy: Reforms and Development, Mittal Publications, New Delhi.
- (xiv) Thorat, Sukhadeo and Umakant (2004), Caste, Race and Discrimination – Discourses in International Context, Indian Institute of Dalit Studies and Rawat Publishers, New Delhi and Jaipur
- (xv) Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), Reservation and Private Sector-Quest for Equal Opportunity and Growth, Rawat Publications , Jaipur.
- (xvi) Zeinab Karake-Shalhoub, Lubna Al Qasimi , (2010), Cyber Law and Cyber Security in Developing and Emerging Economies, Edward Elgar Publishing House, Cheltenham, UK.

SPA 5010 SOCIAL POLICY: STATE, MARKET AND SOCIETY (Elective Course)

Course Objective:

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

UNIT- I: Introduction

- a. State and Social Theory
- b. Social Justice & Inclusion
- c. Equity and Inclusion

UNIT- II: Social Development

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

UNIT- III: Social Policies at Global Level

- a. MDGs, SDGs and HDI: The Global Targets
- b. Refugees and Migrants
- c. Human Trafficking

UNIT- IV: Emerging Trends

- a. Growing Role of Civil Society Organizations
- b. Corporate Social Responsibility
- c. Ethical Concerns in Social Policy Making

Suggested Readings

- (i) Baldock John, et al, (2011), *Social Policy*, Oxford University Press.
- (ii) Bochel, Hugh and Guy Daly (2014), *Social Policy*, Routledge.
- (iii) Dev, Mahendra (2008), *Inclusive Growth in India*, Oxford Collected Essays.
- (iv) Kennedy, Patricia (2013) *Key Themes in Social Policy*, Routledge.
- (v) Morales Daniel A. Gomez (1999), *Transnational Social Policies*, IDRC/CRDI
- (vi) Miller, David (1976), *Social Justice*, Clarendon Press, Oxford
- (vii) Naila, Kabeer (2006), *Social Exclusion and the MDGs. The Challenge of ‘Durable Inequalities’ in the Asian Context*, Institute of Development Studies and Overseas Development Studies Institute.
- (viii) Sharma Arvind (2005), *Reservation and Affirmative Action: Models of Social Integration in India and the United States*, Sage.
- (ix) Sen, Amartya (2009), *The Idea of Justice*, Allen Lane & Harvard University Press.
- (x) Sen, Amartya (2000), *Social Exclusion: Concept, Application and Scrutiny*, *Social Development Papers No.1*. Asian Development Bank.
- (xi) Thorat, Sukhadeo & Narendra, Kumar (2008), *In Search of Inclusive Policy: Addressing Graded Inequality*, Rawat Publications, New Delhi & Jaipur.
- (xii) Thorat, Sukhadeo and Umakant (2004), *Caste, Race and Discrimination – Discourses in International Context*, Indian Institute of Dalit Studies and Rawat Publishers, New Delhi and Jaipur.
- (xiii) Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), *Reservation and Private Sector- Quest for Equal Opportunity and Growth*, Rawat Publications, Jaipur.
- (xiv) Yadav, Sushma, (2006), *Social Justice: Ambedkar’s Vision*, IIPA, New Delhi.
- (xv) Valerian Rodrigues (Ed.) (2002), *The Essential Writings of B.R. Ambedkar*, Oxford University Press, New Delhi.
- (xvi) Verma, Vidhu (2012), *Non-discrimination and Equity in India: Contesting boundaries of social justice*, Routledge.

SPA 5011 GLOBALIZATION AND PUBLIC POLICY (Elective Course)

Course Objective

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

UNIT-I: Introduction

- a. Neo-Liberalism and Public Policy-New World Order
- b. Reforming Institutions: The State, Market and Public Domain
- c. Globalization and Economic Activity
- d. Global Public Policy – Challenges to State Sovereignty

UNIT-II: Pioneers in Global Public Policy

- a. Global Financial Markets- Role of International Development Agencies
- b. Global Crime and Public Policy
- c. Trade in Globalizing Industry; Doing Business – World Bank

UNIT-III: The New Bureaucracy

- a. Quality Assurance – New Occupation
- b. Organizations and Accountability
- c. Corporate Lobby Groups in the policy process

UNIT-IV: Organizations and Business Process

- a. Learning Organizations
- b. Network Organizations
- c. Business Process Reengineering

Suggested Readings

- (i) Ali Farazmand(2004),Sound Governance: Policy and Administrative Innovations, Praeger Publishers ,West Port.
- (ii) Bevir Mark,(edited), 2013,The Sage Handbook of Governance, Sage Publications Ltd, London.
- (iii) Francis Fukuyama(2013),What is Governance?, Working Paper314,Center for Global Development, NW, Washington DC.
- (iv) Kathe Callahan(2007),Elements of Effective Governance: Measurement, Accountability and Participation, CRC Press, Taylor and Francis Group, Boca Raton.
- (v) Katherine Berschaand Sandra Botero (2014), Measuring Governance: Implications of Conceptual Choices, *European Journal of Development Research* Vol.26, pp.124–141
- (vi) Kaufmann,Daniel, Frannie Leautier,and Massimo Mastruzzi.(2005),“Governance and the City :An Empirical Exploration into Global Determinants of Urban Performance.” Policy Research Working Paper3712.World Bank, Washington D.C.
- (vii) Kaufmann Daniel, Kraay Aart, and Mastruzzi Massimo (2009), Governance Matters VIII : Aggregate and Individual Governance Indicators, Policy Research Working Paper: Washington DC, World Bank.
- (viii) Shantayanan Devarajan (2008),Two Comments on“Governance Indicators: Where Are We, Where Should We Be Going?” by Daniel Kaufmann and Aart Kraay, The World Bank Research Observer,vol.23, No.1(Spring), pp.31-36.
- (ix) www.transparency.org
- (x) Public Policy in India, IIPA, New Delhi
- (xi) Manfred B. Steger, Globalization the New Market Ideology, Rawat Publications, New Delhi, 2004.
- (xii) Ankie Hoogvelt, Globalization and the Post-Colonial World, Palgrave Publication, 2001.
- (xiii) Debendra K. Das, Globalization and Development Experiences and Challenges, Deep and Deep Publication, New Delhi, 1999.
- (xiv) R.K. Sapru, Public Policy – Art and Craft of Policy Analysis, PHI Learning Pvt. Ltd, New Delhi, 2010.

SPA 5012 MEASURING GOVERNANCE (Elective Course)

Course Objective:

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

UNIT - I: Introduction: Measuring Governance

- a. Need and Significance
- b. Methodological Plurality
- c. Inadequacy of Existing Measurement

UNIT - II: World Wide Governance Indicators (WGI)

- a. Voice and Accountability
- b. Political Stability and Absence of Violence
- c. Government Effectiveness and Regulatory Quality
- d. Rule of Law and Control of Corruption

UNIT - III: Models of Measuring Governance

- a. Procedural Measure
- b. Capacity Measure
- c. Output Measure
- d. Autonomy Measure

UNIT - IV: Measuring Governance Agencies

- a. UNDP Human Development Report: Human Development Index
- b. Transparency International: Corruption Perceptions Index – Global Corruption Barometer
- c. Global Integrity: Innovations for Transparency and Accountability

Suggested Readings

- (i) Ali Farazamand (2004), *Sound Governance: Policy and Administrative Innovations*, Praeger Publishers, West Port.
- (ii) Bevir, Mark, 2013, *The Sage Handbook of Governance*, Sage Publications Ltd, London.
- (iii) Francis Fukuyama (2013), *What is Governance?* Working Paper 314, Center for Global Development, NW, Washington, DC.
- (iv) Kathe Callahan (2007), *Elements of Effective Governance: Measurement, Accountability and Participation*, CRC Press, Taylor and Francis Group, Boca Raton.
- (v) Katherine Berscha and Sandra Botero (2014), *Measuring Governance: Implications of Conceptual Choices*, *European Journal of Development Research* Vol. 26, pp.124–141
- (vi) Kaufmann, Daniel, Frannie Leautier, and Massimo Mastruzzi. (2005), “Governance and the City: An Empirical Exploration into Global Determinants of Urban Performance.” Policy Research, Working Paper 3712. World Bank, Washington, D.C.
- (vii) Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2009), *Governance Matters VIII: Aggregate and Individual Governance Indicators*, Policy Research Working Paper: Washington, DC, World Bank.
- (viii) Shantayanan Devarajan (2008), Two Comments on “Governance Indicators: Where Are We, Where Should We Be Going?” by Daniel Kaufmann and Aart Kraay, *The World Bank Research Observer*, vol. 23, No. 1 (Spring), pp. 31-36.

SPA 5013 RURAL GOVERNANCE IN INDIA (Elective Course)

Course Objective

The course is designed to introduce the major issues in rural governance and development in India. It aims at providing a theoretical understanding of the concept of rural development with the help of specific illustrations of strategies and administrative innovations in rural governance.

Unit I: Introduction

- a. Democratic Decentralization and Development
- b. Rural Development: Perspectives, Policies and Strategies
- c. Rural Development and Panchayati Raj

Unit II: Rural Institutions: Panchayati Raj

- a. Panchayati Raj in India – An Evaluation
- b. Reforms in Panchayati Raj (73rd Constitutional Amendment and after)
- c. Local Government in Kerala

Unit III: Resources and Development Programmes

- a. Rural Credit and Cooperatives
- b. Self-Help Groups
- c. Governance in Tribal and Scheduled Areas
- d. Rural Development Programmes: IRDP, SGSY, MGNREGA, NRHM

Unit IV: Issues in Rural Governance

- a. Land Reforms and Rural Unrest: Caste, Class and Gender
- b. Governing Elite and Rural Social Change
- c. Village Administration: Stakeholder Committees

Suggested Readings

- (i) Bhatnagar (1978), Rural Development in India, Light and Life Publishers, New Delhi.
- (ii) Das, Purnendu Sekhar, ed. (2005), Decentralized Planning and Participatory Development, Concept, New Delhi.
- (iii) Eade, Deborah (2003), Development Methods and Approaches: Critical Reflections, Kumarian Press, New Delhi.
- (iv) Golahait, S.B. (2010), Rural Development Programmes in India: Problems and Prospects, Altar, New Delhi.
- (v) Hooja, Rakesh and K.K. Parnani, eds. (2006), Development Administration and Rural Development, Aalekh, New Delhi.
- (vi) Jain, Gopal Lal (1997), Rural Development, Mangaldeep, New Delhi.
- (vii) Jain, S. P., ed. (2001), Emerging Institutions for Decentralized Rural Development, NIRD, Hyderabad.
- (viii) Kapoor, A.K. and Dharamvir Singh (1997), Rural Development Through NGOs, Rawat, Jaipur.
- (ix) Krishnamurthy, J. (2000), Rural Development: Challenges and Opportunities, Rawat, Jaipur.
- (x) Lalitha, N. (2004), Rural Development in India: Emerging Issues and Trends, Dominant Publishers, New Delhi.
- (xi) Maheshwari, S R (1984), Local Government in India, Orient Longman, New Delhi.
- (xii) Manohar K. Murali, Seetharama Rao and Janardhan Rao, ed. (1994), Political Economy of Rural Development, Kanishka, New Delhi.
- (xiii) Misra, Harekrishna (2011), Governance of Rural Information and Communication Technologies: Opportusnities and Challenges, Academic Foundation, New Delhi.
- (xiv) Mohanty, Manoranjan, George Mathew, Richard Baum, Rong Ma, eds. (2007), Grassroots Democracy in India and China, Sage, New Delhi.
- (xv) Narasaiah, Lakshmi (2003), Approaches to Rural Development, Discovery, New Delhi.
- (xvi) Narayana, E.A. (1990), Voluntary Organizations and Rural Development in India, Uppal, New Delhi.
- (xvii) Singh, Katar (2009), Rural Development: Principles, Policies and Management, Sage, New Delhi.
- (xviii) Singh, Hoshiar (1995), Administration of Rural Development in India, Sterling, New Delhi.
- (xix) Singh, Satyajit and Pradeep Sharma (2007), Decentralization: Institutions and Politics in Rural India, Oxford, New Delhi.
- (xx) Singh, Surat and Mohinder Singh, eds. (2006), Rural Development Administration in the 21st Century, Deep and Deep, New Delhi.

SPA 5014 URBAN GOVERNANCE IN INDIA (Elective Course)

Course Objective

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

UNIT –I: Urbanization and Urban Strategies

- a. Urbanization Trends and Challenges
- b. Good Urban Governance – Concept and Principles
- c. Urban Policies and Strategies
- d. AMRUT, SMART City and ‘Swach Bharat’ models

UNIT - II: Urban Governance

- a. Urban Local Bodies - Forms and Functions - Councils and Committees
- b. Municipal Finance Framework & Municipal Financial Management
- c. Metropolitan Governance
- d. Urban E-Governance

UNIT – III: Urban Poverty

- a. Concept, Trends and, Strategies
- b. Urban Poverty Programmes
- c. Urban Housing
- d. Institutional arrangement for Urban Poverty Reduction

UNIT - IV: Administration of Urban Services

- a. Administration of Development Programmes
- b. Water supply, drainage, sewerage, sanitation, and solid waste management
- c. Urban Transportation
- d. Urban Environment and Knowledge Management

Suggested Readings

- (i) Aziz Abdul (ed.), (1996), *Decentralised Governance in Asian Countries*, Sage New Delhi.
- (ii) Baud, Isa S A, J De Wit (2009), *New Forms of Urban Governance in India: Shifts, Models, Networks and Contestations*, SAGE Publications. Bhattacharya, Mohit (1976), *Management of Urban Government in India*, Uppal, New Delhi
- (iii) Burns, Danny et. al. (1994), *The Politics of Decentralization: Revitalizing Local Democracy* Macmillan, London, Chaturvedi T.N. and Abhijit Datta (1984), *Local Government*, IIPA, New Delhi.
- (iv) Devas Nick (2004), *Urban Governance Voice and Poverty in the Developing World*, Routledge. Maheshwari, S.R. (2003), *Local Government in India*, Lakshmi Narain Aggarwal, Agra.
- (v) Oakley Peter (1991), *Projects with People: The Practice of Participation in Rural Development*, I.L.O., Geneva. Oakley Peter, et. Al (1984), *Approaches to participation in Development*, I.L.O., Geneva.
- (vi) Pierre, Jon (2011), *The Politics of Urban Governance: Rethinking the Local State*, Palgrave MacMillan.
- (vii) Prasad, R N (2007), *Urban Local Self-Government in India ; With Reference to North-Eastern States*, Mittal Publications. Rao, C. Nagaraja (2007), *Accountability of Urban Local Governments in India*, Atlantic, New Delhi
- (viii) Sivaramakrishanan K.C., et. al. (1993), *Urbanisation in India: Basic Services and People's Participation*, ISS, New Delhi.

Suggested Readings

- (i) Bhatnagar (1978), *Rural Development in India*, Light and Life Publishers, New Delhi.
- (ii) Das, Purnendu Sekhar, ed. (2005), *Decentralized Planning and Participatory Development*, Concept, New Delhi.
- (iii) Eade, Deborah (2003), *Development Methods and Approaches: Critical Reflections*, Kumarian Press, New Delhi.
- (iv) Golahait, S.B. (2010), *Rural Development Programmes in India: Problems and Prospects*, Altar, New Delhi.
- (v) Hooja, Rakesh and K.K. Parnani, eds. (2006), *Development Administration and Rural Development*, Aalekh, New Delhi.
- (vi) Jain, Gopal Lal (1997), *Rural Development*, Mangaldeep, New Delhi.
- (vii) Jain, S. P., ed. (2001), *Emerging Institutions for Decentralized Rural Development*, NIRD, Hyderabad.
- (viii) Kapoor, A.K. and Dharamvir Singh (1997), *Rural Development Through NGOs*, Rawat, Jaipur.
- (ix) Krishnamurthy, J. (2000), *Rural Development: Challenges and Opportunities*, Rawat, Jaipur.
- (x) Lalitha, N. (2004), *Rural Development in India: Emerging Issues and Trends*, Dominant Publishers, New Delhi.
- (xi) Maheshwari, S R (1984), *Local Government in India*, Orient Longman, New Delhi.
- (xii) Manohar K. Murali, Seetharama Rao and Janardhan Rao, ed. (1994), *Political Economy of Rural Development*, Kanishka, New Delhi.
- (xiii) Misra, Harekrishna (2011), *Governance of Rural Information and Communication Technologies: Opportunities and Challenges*, Academic Foundation, New Delhi.
- (xiv) Mohanty, Manoranjan, George Mathew, Richard Baum, Rong Ma, eds. (2007), *Grassroots Democracy in India and China*, Sage, New Delhi.
- (xv) Narasaiah, Lakshmi (2003), *Approaches to Rural Development*, Discovery, New Delhi.
- (xvi) Narayana, E.A. (1990), *Voluntary Organizations and Rural Development in India*, Uppal, New Delhi.
- (xvii) Singh, Katar (2009), *Rural Development: Principles, Policies and Management*, Sage, New Delhi.
- (xviii) Singh, Hoshiar (1995), *Administration of Rural Development in India*, Sterling, New Delhi.
- (xix) Singh, Satyajit and Pradeep Sharma (2007), *Decentralization: Institutions and Politics in Rural India*, Oxford, New Delhi.
- (xx) Singh, Surat and Mohinder Singh, eds. (2006), *Rural Development Administration in the 21st Century*, Deep and Deep, New Delhi.