



ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା
Odisha State Open University, Sambalpur, Odisha
Established by an Act of Government of Odisha.

**MASTERS OF ARTS (PUBLIC ADMINISTRATION)
(MA-Public Administration -MAPA)**

Mission and Objectives

- To promote understanding of the operations of public organizations in political, social, legal, and economic environments.
- To understand and analyze policies, programs, problems, and issues and make pertinent recommendations
- To promote familiarity with the substantive character of, and problems in the implementation of specific areas of public policy.
- The main objective of the programme is to impart the students the important skills like conceptual, entrepreneurial, and analytical skills for the acquisition of academic theory and skills to foster an ethical and enduring commitment to the public service values of serving the public interest with accountability and transparency.
- To encourage students to acquire knowledge, skills and capabilities arising from the need for a more efficient and effective public administration
- To equip the students for seeking suitable employment ability
- To impart knowledge and develop understanding of research methodology and its application for research relevant to problems of governance.

Prospective Target group of learner's

- Learners with graduate degree in the discipline of Public Administration or graduates in any other discipline who have a keen interest and are ready for exploring career opportunities in Public Administration.
- Working personnel's working in public sector or non-governmental sector to impart skills needed for a public sector environment.

Learning Outcomes

- After completing the course, a learner can opt for opportunities provided by Government of India on operational areas like Business Management /Finance/ Economics/Accounting; Engineering; Foreign Affairs and International Policy and Operations; Human Resources/Information Technology/Legal; International and Domestic Security; Office Support Professionals; and Senior Executive Service.
- After completing the course learners will have a fair understanding of theories, concepts and

practices relevant to public administration and its sub-fields.

- They can also prepare themselves for a career in teaching and research.
- After completing the course, learners will assess their knowledge and experience of ethics and integrity in public service and reflect on ways to incorporate public service values in administering agencies, policies and programs.
- Learners with strong knowledge in public administration can deal with critical issues such as helping organizations meet the ever-changing needs of the general population while at the same time attempting to avoid tax increases, implementing information technologies that better connect citizens and their governmental representatives, and improving responses to natural disasters.

Curriculum design

- Rationale and Architecture:
The Masters course, spread over four semesters besides providing the skill component attempts to provide the students a deeper and broader understanding of the subject. It attempts to enhance their research ability to add new thinking and concept into its body of knowledge.

Total Credits: 72

SEMESTER 1 **18 CREDITS**

MPA-01-State, Society and Public Administration	Credit-6
MPA-02-Administrative Theory	Credit-6
MPA-03-Public Systems Management	Credit-6

SEMESTER 2 **18 CREDITS**

MPA-04-Human Resource Management	Credit-6
MPA-05-Public Policy and Analysis	Credit-6
MPA-06-Decentralisation and Local Governance	Credit-6

SEMESTER 3 **18 CREDITS**

MPA-07-Electronic Governance	Credit-6
MPA-08-Disaster Management	Credit-6
MPA-09- Research Methods and Methodologies	Credit-6

SEMESTER 4 **18 CREDITS**

MPA-10 – India: Democracy and Development	Credit -6
MPA-11 Management of Financial Services	Credit-6
MPA-12-Project Work	Credit-6

DETAILED SYLLABUS

MASTERS OF PUBLIC ADMINISTRATION TOTAL = 72 CREDITS

- **MPA-01-State, Society and Public Administration Credit-6**
 - Unit-1 Nature of State
 - Unit-2 Relationship among State, Society and Public Administration
 - Unit-3 Changing Role of the State Issues and Challenges
 - Unit-4 Liberal and Marxist Perspective of the State
 - Unit-5 Neo-liberal Perspective

Unit-6 Gandhian Perspective
Unit-7 Interface between Citizens and Administration
Unit-8 Democratic Peoples' Struggle Case Studies
Unit-9 Changing Norms of Social Equity, Participation, Flexibility and Autonomy
Unit-10 Social Participation Issues of Gender, Weaker Sections and Environment
Unit-11 Changing Nature of Indian State
Unit-12 Role of Bureaucracy in Policy Formulation, Implementation and Analysis
Unit-13 Contemporary Context of Indian Bureaucracy
Unit-14 Impact of Globalisation on Administration
Unit-15 Challenges to Traditional Bureaucratic Paradigm
Unit-16 Emerging Concepts New Public Management, Reinventing Government and Business Process Reengineering
Unit-17 Concept of Good Governance
Unit-18 Governmental Institutions towards Reforms
Unit-19 Growing Role of Civil Society Organisations
Unit-20 Redefinition of Conflict Resolution
Unit-21 Ethical Concerns in Public Administration

• **MPA-02-Administrative Theory**

Credit-6

Unit-1 Public Administration - Meaning, Nature and Scope and Importance
Unit-2 Nature and Typologies of Organisation
Unit-3 Development and Growth of Administrative Theories
Unit-4 Scientific Management Approach
Unit-5 Administrative Management Approach
Unit-6 Max Weber's Theory of Bureaucracy
Unit-7 Critique of Bureaucracy
Unit-8 Human Relations Approach
Unit-9 Views of Herbert A. Simon on Decision-Making in an Organisation
Unit-10 Organisational Structure, Processes and Functioning
Unit-11 Socio-Psychological Approach Views of Chris Argyris
Unit-12 Socio-Psychological Approach Views of Abraham Maslow and Frederick Herzberg
Unit-13 Socio-Psychological Approach Views of Douglas McGregor and Victor Vroom
Unit-14 Open and Cooperative Systems
Unit-15 Systems Approach Views of David Easton and Chester Barnard

Unit-16 Concept of Learning Organisation
Unit-17 New Organisational Culture
Unit-18 New Public Administration
Unit-19 Perspective of Public Choice
Unit-20 Pertinence of Critical Theory
Unit-21 New Public Management Perspective
Unit-22 State of Administrative Theory in 21st Century

• **MPA-03-Public System's Management** **Credit-6**

Unit-1 Public Systems Management Concept, Nature, Scope and Characteristics
Unit-2 Distinctiveness of Public Systems Management
Unit-3 Public Systems Management Constitutional Context
Unit-4 Public Systems Management Political Context
Unit-5 Public Systems Management Socio-economic Context
Unit-6 New Technologies and Public Systems Management
Unit-7 Concept of Governance an Introduction
Unit-8 Governance Role of Bureaucracy and Political Executive
Unit-9 Governance Role of the Legislature and the Judiciary
Unit-10 Inter-governmental Relations in the Process of Governance
Unit-11 Financial Management
Unit-12 Materials Logistics Management
Unit-13 Strategic Management
Unit-14 Key Management Tools
Unit-15 Management Information System
Unit-16 Work Measurement
Unit-17 Selective Market Techniques
Unit-18 Future Designing Techniques
Unit-19 Accountability
Unit-20 Responsiveness in Public System Management
Unit-21 Transparency and Right to Information
Unit-22 Networking and Inter-institutional Coordination in Governance
Unit-23 Reforms and Change Management
Unit-24 Empowerment
Unit-25 Continuity and Change in Public Systems Management

- **MPA-04-Human Resource Management**

Credit-6

- Unit-1 Human Resource Management Meaning, Nature, Scope and Significance
- Unit-2 Strategic Human Resource Management
- Unit-3 Human Resource Planning and Strategy
- Unit-4 Job Analysis and Job Design
- Unit-5 Recruitment, Selection, Appointment and Promotion
- Unit-6 Performance Appraisal
- Unit-7 Remuneration and Salary System
- Unit-8 Rewards and Incentive Management
- Unit-9 Employee Benefits
- Unit-10 Training and Development
- Unit-11 Redeployment and Reskilling
- Unit-12 Learning and Development
- Unit-13 Management Development
- Unit-14 Employee Capacity Building Strategies
- Unit-15 Total Quality Management
- Unit-16 Employee Health and Safety
- Unit-17 Human Resource Management and Employment Involvement
- Unit-18 Human Resource Management and Industrial Relations
- Unit-19 Discipline and Grievances
- Unit-20 Assessing Human Resource Management Effectiveness
- Unit-21 Human Resource Audit
- Unit-22 Managing Change at the Work Place
- Unit-23 Stress Management

- **MPA-05-Public Policy and Analysis**

Credit-6

- Unit-1 Understanding Public Policy
- Unit-2 The Policy Cycle
- Unit-3 Models of Public Policy
- Unit-4 Importance of Public Policy Contemporary Context
- Unit-5 Policy Sciences
- Unit-6 Role of Inter-Governmental Relations in Policy-Making
- Unit-7 Role of Planning Commission and National Development Council in Policy Formulation

Unit-8 Role of Cabinet Secretariat and Prime Minister's Office in Policy-Making
Unit-9 Role of Civil Society Organisations in Policy-Making
Unit-10 Role of International Agencies in Policy-Making
Unit-11 Constraints in Public Policy Formulation
Unit-12 Public Policy Implementation System and Models
Unit-13 Role of Various Agencies in Policy Implementation
Unit-14 Policy Implementation Problems
Unit-15 Monitoring of Public Policy-I
Unit-16 Monitoring of Public Policy-II
Unit-17 Understanding Policy Evaluation
Unit-18 Ascertaining Policy Impact
Unit-19 Policy Analysis
Unit-20 Policy Analysis Methods and Techniques-I
Unit-21 Policy Analysis Methods and Techniques-II
Unit-22 Policy Analysis Optimisation Studies
Unit-23 Disinvestment Policy a Case Study of India
Unit-24 Telecom Policy a Case Study of India

• **MPA-06-Decentralisation and Local Governance** **Credit-6**

Unit-1 Concept, Evolution and Significance of Democratic Decentralisation
Unit-2 Contextual Dimensions of Democratic Decentralisation-1 Political, Constitutional and Administrative
Unit-3 Contextual Dimensions of Democratic Decentralisation-II Social, Economic and Geographical
Unit-4 Understanding Decentralisation in Contemporary Settings
Unit-5 Components of Decentralised Development – I Empowerment
Unit-6 Components of Decentralised Development – II Socioeconomic and Politico-administrative
Unit-7 Components of Decentralised Development – III Equal Distribution of Benefits of Development
Unit-8 Partnership among Different Levels of Government – I Union and State Governments
Unit-9 Partnership among Different Levels of Government – II Local Authorities and Special Purpose Agencies
Unit-10 Partnership between Local Government and Non-State Agencies Actors
Unit-11 Impact of Decentralised Development

Unit-12 Evolution of Local Governance (Before 73rd & 74th) Amendment
Unit-13 Features Of 73rd and 74th constitutional Amendment
Unit-14 Organisational Structure of Rural Local Bodies
Unit-15 Organisational Structure of Urban Local Bodies
Unit-16 Intra-Local Government Relationship-I- Rural
Unit-17 Intra-Local Government Relationship- II- Urban
Unit-18 Development Planning Nature and Scope
Unit-19 Micro Level Plans Formulation and Implementation
Unit-20 Structural Reforms Resources, Finances, Powers and Functions
Unit-21 Capacity Building of Grassroots Functionaries
Unit-22 Sustainable Development and Challenges to Decentralised Governance
Unit-23 Decentralisation the Road Ahead

- **MPA-07-Electronic Governance**

Credit-6

Unit-1 E-Governance Concept and Significance
Unit-2 Information and Communication Technology Concept and Components
Unit-3 ICTs Roles and Applications
Unit-4 Role of ICT in Administration
Unit-5 Administrative Organisation Culture towards ICT Based Reforms
Unit-6 Role of ICT in Rural Development
Unit-7 Panchayati Raj Institutions Improving Self- Governance through ICT
Unit-8 E-Learning Role of ICT in Education and Training
Unit-9 E-Commerce
Unit-10 Delivery of Citizen Services Role of ICT
Unit-11 ICT in Indian Railways
Unit-12 Saukaryam ICT Project in Visakhapatnam Municipal Corporation, Andhra Pradesh
Unit-13 E-Seva ICT Project in Self-Help in Andhra Pradesh
Unit-14 Information Policy Right to Information Act 2005
Unit-15 ICT Implementation in Governance Issues and Challenges

- **MPA-08-Disaster Management**

Credit-6

Unit-1 Meaning and Classification of Disasters
Unit-2 Disaster Management Cycle
Unit-3 Disaster Management – Recent Trends

Unit-4 Disaster Preparedness Indian Context
Unit-5 Disaster Prevention
Unit-6 Vulnerability Analysis and Risk Assessment
Unit-7 Resource Analysis and Mobilisation
Unit-8 Disaster Mitigation
Unit-9 Community Based Disaster Management
Unit-10 Search, Rescue and Evacuation
Unit-11 Temporary Shelter, Warehousing and Stockpiling
Unit-12 Distribution of Relief Material
Unit-13 Emergency Operation Centers
Unit-14 Damage Assessment
Unit-15 Rehabilitation and Reconstruction
Unit-16 Disasters and Development
Unit-17 First Responders
Unit-18 Disaster Manager
Unit-19 Disaster Management Strategies

- **MPA 09 Research Methods and Methodologies**

Credit-6

Unit-1 Introduction to Research
Unit-2 Research Plan
Unit-3 Collection of Data
Unit-4 Sample
Unit-5 Measurement and Scaling Techniques
Unit-6 Processing of Data
Unit-7 Diagrammatic and Graphic Presentation
Unit-8 Statistical Derivatives and Measures of Central Tendency
Unit-9 Measures of Variation and Skewness
Unit-10 Correlation and Simple Regression
Unit-11 Time Series Analysis
Unit-12 Index Numbers
Unit-13 Probability and Probability Rules
Unit-14 Probability Distributions
Unit-15 Tests of Hypothesis–I
Unit-16 Tests of Hypothesis – II
Unit-17 Chi-Square Test

- **MPA 10 India: Democracy and Development**

Credit-6

Unit-1 Legacy of National Movement With Reference To Development, Rights and

Participation

- Unit-2 Debate on Models of Development
- Unit-3 Constitution and Social Transformation
- Unit-4 Diversity and Pluralism
- Unit-5 Inequality: Caste and Class
- Unit-6 Political Economy of Development
- Unit-7 Structure and Growth of Economy (Poverty, Surplus and Unevenness)
- Unit-8 Legislature
- Unit-9 Bureaucracy, Police and Army
- Unit-10 Legal System and Judiciary
- Unit-11 Federalism
- Unit-12 Devolution of Powers and Local Self-Government
- Unit-13 Political Parties and Political Participation
- Unit-14 Workers and Peasant Movements in India
- Unit-15 Media and Public Policy
- Unit-16 Interest Groups and Policy Making
- Unit-17 Identity Politics in India (Caste, Religion, Language and Ethnicity)
- Unit-18 Civil Societies: Social Movements, Ngo's and Voluntary Action
- Unit-19 Human Development: Health, Education and Social Security
- Unit-20 Gender and Development
- Unit-21 Regional Imbalances
- Unit-22 Migration and Development
- Unit-23 Environment and Sustainable Development
- Unit-24 Economic Reforms and Globalisation
- Unit-25 Religious Politics
- Unit-26 Ethnicity and Nation – State
- Unit-27 Democracy and Development in India: An Assessment

- **MPA-11 Management of Financial Services**

Credit-6

- Unit-1 Financial System
- Unit-2 Financial Markets and Institutions
- Unit-3 Financial services : An introduction
- Unit-4 Management of Risk in Financial Services
- Unit-5 Regulatory Framework
- Unit-6 Stock Exchanges: Functions and Organisation
- Unit-7 Broking and Trading in Equity
- Unit-8 Broking and Trading in Debt Instruments
- Unit-9 Dipositories
- Unit-10 Issue Management
- Unit-11 Corporate Advisory Services
- Unit-12 Credit Rating
- Unit-13 Mutual Funds

Unit-14 Asset Securitisation
Unit-15 Leasing and Hire Purchase
Unit-16 Housing Finance
Unit-17 Credit Cards
Unit-18 Venture Capital
Unit-19 Factoring, Forfaiting and Bill Discounting
Unit-20 Life Insurance
Unit-21 Non-Life Insurance
Unit-22 Insurance Broking Services

- **MPA 11 PROJECT WORK**

Credit-6
