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: 64

SEMESTER 1 (16 Credits)	
Course	**Credit**
MPA-01: State, Society and Public Administration	6
MPA-02-Administrative Theory	4
MPA-03-Public Systems Management	6
SEMESTER 2 (16 Credits)	
MPA-04-Human Resource Management	6
MPA-05-Public Policy and Analysis	4
MPA-06-Decentralisation and Local Governance	6
SEMESTER 3 (16 Credits)	
MPA-07-Electronic Governance	4
MPA-08-Research Methods and Methodologies	8
MPA-09- Project Work	4
SEMESTER 4 (16 Credits)	
MPA-10 – India: Democracy and Development	6
MPA-11 -Disaster Management	6
MPA-12-Financial Administration	4

SYLLABUS OF M.A. IN PUBLIC ADMINISTRATION (MAPA)

First Semester   **Credits-16**

MPA-01-State, Society and Public Administration   **Credit-6**

Block-1
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

Block-2
Unit-5 Gandhian Perspective
Unit-6 Interface between Citizens and Administration
Unit-7 Changing Norms of Social Equity, Participation, Flexibility and Autonomy
Unit-8 Social Participation Issues of Gender, Weaker Sections and Environment

Block-3
Unit-9 Changing Nature of Indian State
Unit-10 Role of Bureaucracy in Policy Formulation, Implementation and Analysis
Unit-11 Contemporary Context of Indian Bureaucracy
Unit-12 Impact of Globalization on Administration

Block-4

Unit-13 Challenges to Traditional Bureaucratic Paradigm

Unit-14 Concept of Good Governance

Unit-15 Governmental Institutions towards Reforms

Unit-16 Growing Role of Civil Society Organization

MPA-02-Administrative Theory   **Credit-4**

Block-1

Unit-1 Public Administration - Meaning, Nature and Scope and Importance

Unit-2 Nature and Typologies of Organization

Unit-3 Development and Growth of Administrative Theories

Block-2

Unit-4 Scientific Management Approach

Unit-5 Administrative Management Approach

Unit-6 Max Weber's Theory of Bureaucracy

Unit-7 Critique of Bureaucracy

Block-3

Unit-8 Human Relations Approach

Unit-9 Views of Herbert A. Simon on Decision-Making in an Organization

Unit-10 Organizational Structure, Processes and Functioning

Unit-11 System Approach Views of David Easton and Chester Barnard

Block-4

Unit-12 Concept of Learning Organization

Unit-13 New Organizational Culture

Unit-14 New Public Administration

Unit-15 New Public Management Perspective

Unit-16 State of Administrative Theory in 21st Century

MPA-03-Public Systems Management   **Credit-6**

Block-1

Unit-1 Public Systems Management Concept, Nature, Scope and Characteristics

Unit-2 Distinctiveness of Public Systems Management

Unit-3 Public Systems Management Constitutional Context

Block-2

Unit-4 Public Systems Management Political Context

Unit-5 Public Systems Management Socio-economic Context

Unit-6 New Technologies and Public Systems Management

Block-3
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

Block-4
Unit-11 Financial Management
Unit-12 Materials Logistics Management
Unit-13 Strategic Management
Unit-14 Key Management Tools

Block-5
Unit-15 Management Information System
Unit-16 Work Measurement
Unit-17 Accountability

Block-6
Unit-18 Responsiveness in Public System Management
Unit-19 Transparency and Right to Information
Unit-20 Networking and Inter-institutional Coordination in Governance
Unit-21 Reforms and Change Management
Unit-22 Continuity and Change in Public Systems Management

Second Semester   Credits-16

MPA-04-Human Resource Management   Credit-6

Block-1
Unit-1 Human Resource Management Meaning, Nature, Scope and Significance
Unit-2 Strategic Human Resource Management
Unit-3 Human Resource Planning and Strategy

Block-2
Unit-4 Recruitment, Selection, Appointment and Promotion
Unit-5 Performance Appraisal
Unit-6 Remuneration and Salary System
Unit-7 Rewards and Incentive Management

Block-3
Unit-8 Employee Benefits
Unit-9 Training and Development
Unit-10 Redeployment and Reskilling
Unit-11 Employee Capacity Building Strategies

Block-4
Unit-12 Total Quality Management

Unit-13 Employee Health and Safety
Unit-14 Human Resource Management and Employment Involvement
Unit-15 Human Resource Management and Industrial Relations
Unit-16 Discipline and Grievances

Block-5
Unit-17 Assessing Human Resource Management Effectiveness
Unit-18 Human Resource Audit
Unit-19 Managing Change at the Work Place
Unit-20 Stress Management

MPA-05-Public Policy and Analysis   **Credit-4**

Block-1
Unit-1 Understanding Public Policy
Unit-2 The Policy Cycle
Unit-3 Models of Public Policy
Unit-4 Importance of Public Policy Contemporary Context

Block-2
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 Organizations in Policy-Making
Unit-10 Role of International Agencies in Policy-Making

Block-3
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

Block-4
Unit-15 Monitoring of Public Policy-I
Unit-16 Monitoring of Public Policy-II
Unit-17 Understanding Policy Evaluation
Unit-18 Ascertaining Policy Impact

Block-5
Unit-19 Policy Analysis
Unit-20 Policy Analysis Methods and Techniques-I
Unit-21 Policy Analysis Methods and Techniques-II

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

Block-1
Unit-1 Concept, Evolution and Significance of Democratic Decentralization
Unit-2 Contextual Dimensions of Democratic Decentralisation-1 Political, Constitutional and Administrative
Unit-3 Contextual Dimensions of Democratic Decentralization-II Social, Economic and Geographical
Unit-4 Understanding Decentralization in Contemporary Settings

Block-2
Unit-5 Components of Decentralized Development – I Empowerment
Unit-6 Components of Decentralized Development – II Socioeconomic and Politico-administrative
Unit-7 Components of Decentralized Development – III Equal Distribution of Benefits of Development

Block-3
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

Block-4
Unit-11 Impact of Decentralized Development
Unit-12 Evolution of Local Governance (Before 73rd & 74th) Amendment
Unit-13 Features Of 73rd and 74th constitutional Amendment
Unit-14 Organizational Structure of Rural Local Bodies
Unit-15 Organizational Structure of Urban Local Bodies

Block-5
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

Block-6
Unit-20 Structural Reforms Resources, Finances, Powers and Functions
Unit-21 Capacity Building of Grassroots Functionaries
Unit-22 Sustainable Development and Challenges to Decentralized Governance
Unit-23 Decentralization the Road Ahead

Third Semester   **Credits-16**

MPA-07-Electronic Governance   **Credit-4**
Block-1
Unit-1 E-Governance Concept and Significance
Unit-2 Information and Communication Technology Concept and Components
Unit-3 ICTs Roles and Applications

Block-2
Unit-4 Role of ICT in Administration
Unit-5 Administrative Organization Culture towards ICT Based Reforms
Unit-6 Role of ICT in Rural Development

Block-3
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

Block-4
Unit-10 Delivery of Citizen Services Role of ICT
Unit-11 Information Policy Right to Information Act 2005
Unit-12 ICT Implementation in Governance Issues and Challenges

MPA-08- Research Methods and Methodologies   **Credit-8**

Block-1 Approaches to Understanding Social Reality
Unit-1 Logic of Inquiry in Social Research
Unit-2 Empirical Approach
Unit-3 Diverse Logic of Theory Building
Unit-4 Theoretical Analysis

Block-2 Philosophical Foundations of Social Research
Unit-5 Issues of Epistemology
Unit-6 Philosophy of Social Science
Unit-7 Positivism and its Critique
Unit-8 Hermeneutics

Block-3 Contemporary Perspectives
Unit-9 Comparative Method
Unit-10 Feminist Approach
Unit-11 Participatory Method

Block-4 Types, Methods and Design of Research
Unit-12 Types of Research
Unit-13 Methods of Research

Unit-14 Elements of Research Design

Block-5 Quantitative Methods
Unit-15 Sampling Methods and Estimation of Sample Size
Unit-16 Measures of Central Tendency
Unit-17 Measures of Dispersion and Variability
Unit-18 Statistical Inference Tests of Hypothesis
Unit-19 Correlation and Regression

Block-6 Survey Research
Unit-20 Survey Method
Unit-21 Survey Design
Unit-22 Survey Instrumentation
Unit-23 Survey Execution and Data Analysis

Block-7 Qualitative Research Methods and Techniques
Unit-24 Field Research – I
Unit-25 Field Research – II
Unit-26 Reliability, Validity and Triangulation
Unit-27 Qualitative Data Formatting and Processing
Unit-28 Writing up Qualitative Data

Block-8 Data Analysis and Presentation of Research Findings
Unit-29 Using Internet and Word Processor
Unit-30 Using SPSS for Data Analysis Contents
Unit-31 Using SPSS in Report Writing
Unit-32 Tabulation and Graphic Presentation- Case Studies
Unit-33 Guidelines to Research Project Assignment

MPA-09- Project Work   **Credits -4**

Fourth Semester   Credits-16

MPA-10 India: Democracy and Development   **Credit-6**

Block-1
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

Block-2
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

Block-3
Unit-9 Bureaucracy, Police and Army
Unit-10 Legal System and Judiciary
Unit-11 Federalism
Unit-12 Devolution of Powers and Local Self-Government

Block-4
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

Block-5
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

Block-6
Unit-21 Regional Imbalances
Unit-22 Migration and Development
Unit-23 Environment and Sustainable Development
Unit-24 Economic Reforms and Globalization

Block-7
Unit-25 Religious Politics
Unit-26 Ethnicity and Nation – State
Unit-27 Democracy and Development in India an Assessment

MPA-11-Disaster Management   **Credit-6**

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

Block-2 Strategic Process in Disaster Management
Unit-4 Disaster Preparedness Indian Context
Unit-5 Disaster Prevention
Unit-6 Vulnerability Analysis and Risk Assessment
Unit-7 Resource Analysis and Mobilization
Unit-8 Disaster Mitigation

Block-3 Community Linkage on Disaster Management
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

Block-4 Recovery, Rehabilitation and Development
Unit-13 Emergency Operation Centers
Unit-14 Damage Assessment
Unit-15 Rehabilitation and Reconstruction
Unit-16 Disasters and Development

Block-5 Administration in Disaster Management
Unit-17 First Responders
Unit-18 Disaster Manager
Unit-19 Disaster Management Strategies

MPA-12- Financial Administration   Credit-4

Block-1 Financial Administration: Basic and Objectives
Unit-1 Nature and Scope of Financial Administration
Unit-2 Objectives and Principles of Financial Administration
Unit-3 Centre- State Financial Relations -I
Unit-4 Centre-State Financial Relations- II

Block-2 Budgeting and Budgetary Systems
Unit-5 Fiscal Policy, Equity and Social Justice
Unit-6 Government Budgeting: Principles and Functions
Unit-7 Indian Budgetary System
Unit-8 Performance Budgeting
Unit-9 Zero Base Budgeting

Block-3 Resource Mobilisation

Unit-10 Sources of Revenue: Tax and Non-Tax

Unit-11 Public Expenditure: Theories and Growth

Unit-12 Deficit Financing

Unit-13 Public Debt Management and Role of Reserve Bank of India

Block-4 Financial Control

Unit-14 Legislative Control

Unit-15 System of Financial Committees

Unit-16 Executive Control

Block-5 Accounts and Audit

Unit-17 Accounting System in India

Unit-18 Auditing System in India

Unit-19 Role of Comptroller and Auditor General (CAG)