

**REVISED SCHEME, SYLLABUS AND  
MODEL QUESTION PAPER OF  
M A PUBLIC ADMINISTRATION (SDE)  
UNIVERSITY OF KERALA  
2017 ADMISSION ONWARDS**

**MA PUBLIC ADMINISTRATION COURSE STRUCTURE & MARKS DISTRIBUTION**

Semester I	Core/Elective	Course code	Name of paper	Maximum marks		
				CA	ESA	Total
Paper I	Core	PADC 001	Theories and concepts of Public Administration	25	75	100
Paper2	Core	PADC002	Indian Government and Politics	25	75	100
paper3	Core	PADC003	Human Resource Management	25	75	100
paper4	elective	PADE001	Human Rights and Administration	25	75	100
<b>Semester2</b>						
paper5	Core	PADC004	Development Administration and Decentralised Government in India	25	75	100
paper6	Core	PADC005	Public Personnel administration	25	75	100
paper7	Core	PADC006	Public Policy Analysis	25	75	100
paper8	elective	PADE002	Public Sector Management	25	75	100
<b>Semester3</b>						
Paper9	Core	PADC007	Indian Administration	25	75	100
Paper10	Core	PADC008	Research Methodology	25	75	100
Paper11	Core	PADC009	Financial Administration	25	75	100
Paper12	elective	PADE003	Essentials of Business Management	25	75	100
<b>Semester4</b>						
Paper13	Core	PADC010	Environmental management	25	75	100
Paper14	Core	PADC011	Labour Legislation and Administration	25	75	100
Paper15	Core	PADC012	International Organisation and Administration	25	75	100
Paper16	elective	PADE004	Disaster Management	25	75	100
Paper17	Dissertation +viva or Essay	PADC013			80+ 20	100 100

Paper18	Comprehensive viva	PADC014		100
	<b>Grand Total</b>			<b>1800</b>

**PROPOSAL  
SEMESTERISATION- MA PUBLIC ADMINISTRATION  
SCHOOL OF DISTANCE EDUCATION, UNIVERSITY OF KERALA**

Year Of Implementation	: 2017 Admission Onwards
Total Marks Of One Core/Elective Paper	:100
Division	
External	: 75 Marks
Internal(Continuous Assessment)	: 25 Marks
Components Of Internals	
Assignment	: 15 Marks
Test Paper/Viva-Voce	:10 Marks
Duration Of External Exam	
Project/Essay	:3hours
	:100 Marks
Division	
Dissertation	:80 Marks
Viva-Voce	:20 Marks
Total No. Of Papers Including Project	:17
Division	
I,II & III Semester	:4
IV Semester	:5
Comprehensive Viva	:100marks
Grand Total	:1800marks

(Question paper model will be same as that of regular pattern. Scheme & Syllabus attached)

Co-ordinator, MA Public Administration:

**Dr.S Ajitha  
Asst. Professor of Public administration,  
School of Distance Education,  
University of Kerala**

## **Scheme and Syllabus for Masters Programme in Public Administration**

### **Title of the course**

MA Public Administration

### **Eligibility**

Graduation in any discipline from the University of Kerala or other Universities approved as equivalent by the University of Kerala. Students who have qualified from National Open School, New Delhi and the B.A/B. Com Degree of the Calicut University under liberalized scheme are not eligible for admission.

### **SCHEME AND REGULATIONS**

Important provisions of regulations for M.A. Public Administration offered by SDE are given below.

#### **1. PCP**

The Personal Contact Programme (PCP) for the students will be held at Thiruvananthapuram on week ends and efforts will be made to provide 180 hrs contact classes in an academic year.

#### **2. Attendance**

Those who secure a minimum of 50% of attendance in the aggregate for all the contact classes conducted in a year will only be allowed to register for the annual examination. However a candidate who fails to get the minimum attendances aforesaid will be permitted to register for the annual examination on remitting the fee for exemption and on reasonable grounds.

#### **3. Marks details**

There will be 16 papers (8 in the First Year and 8 in the Second Year). Each Paper carries 100marks (75marks for Annual assessment and 25marks for Continuous assessment). Continuous assessment will be carried out through assignments and test papers.

Apart from this all students have to attempt a project work for 100marks during the second year and shall be evaluated at the end of the second year. A comprehensive viva voce will be conducted at the end of the second year for which the maximum marks will be 100. The aggregate marks for all this will be 1800.

#### **4.Evaluation**

Evaluation of each paper shall be done in two parts,viz.,i. continuous Assessment (CA)and ii. Annual Assessment(AA)

##### **i. Continuous Assessment(CA)**

The students shall be assigned topics or questions carrying 15marks for each paper. One test paper which carries 10marks will also conducted. Total marks for CA is 25.

##### **ii. Annual Assessment (AA)**

Annual assessment (Ist Year and 2<sup>nd</sup> year)will be conducted by the University. Each paper carries 75marks.

## 6. Pass requirements

The students who secure not less than 30marks for AA and an aggregate minimum of 40% marks including Campus Administration fora paper shall be declared to have passed in that paper. A candidate who fails to secure the above minimum marks for a paper or papers need reappear for the paper/elective papers only in the subsequent examination. Paper here includes project work and project work based viva (80+20=100marks) and comprehensive Viva- voce(100marks).

A student who passes all the papers of the Ist year shall be declared to have passed the examination of that year. But only those who pass in the Ist year examination are eligible for appearing for improvement and in such cases they have to write all the papers together of the first year examination. Better marks of the aggregate marks shall be taken as the final mark.

## 7. Classification of Results

Classification of the results of the programme shall be done after the 2<sup>nd</sup> year examination based on the total marks secured for both the year and shall be as follows:

a. not less than 40% but below 50%	3 <sup>rd</sup> class
b. not less than 50% but below 60%	2 <sup>nd</sup> class
c. 60% and above	1 <sup>st</sup> class
d. 80% and above	Distinction

## 8. Project

Every candidate has to prepare and submit a project report of about 50 type written pages at the end of the course. The student can select his supervising teacher from the prescribed list provided by the Director, IDE. The report of the project work submitted at the end of the second year will be valued by two examiners appointed by the University. The maximum marks shall be 100, of which 20% will be to viva- voce examination which shall be conducted along with the comprehensive viva.

## 9. Promotion to 2<sup>nd</sup> year

Students who register for the Ist year University examination alone will be promoted to the 2<sup>nd</sup> year.

## SYLLABUS

- **Ist year**

### **FIRST SEMESTER CORE PAPERS**

<b>Paper</b>	<b>Subjects</b>	<b>CA</b>	<b>AA</b>	<b>Total</b>
Paper I	Theories and Concepts of Public Administration	25	75	100
Paper II	Indian Government and Politics	25	75	100
Paper III	Human Resource Management	25	75	100

### **ELECTIVE**

Elective I	Human Rights and Administration	25	75	100
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### **SECOND SEMESTER CORE PAPERS**

Paper IV	Development Administration and Decentralised Governance in India	25	75	100
Paper V	Public personnel Administration	25	75	100
Paper VI	Public policy Analysis	25	75	100

### **ELECTIVE**

Elective IV	Public Sector Management	25	75	100
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## **2<sup>nd</sup> Year**

### **THIRD SEMESTER CORE PAPERS**

Paper VII	Indian Administration	25	75	100
Paper VIII	Research Methodology	25	75	100
Paper IX	Financial Administration	25	75	100

### **ELECTIVE**

Elective IX	Essentials of Business Management	25	75	100
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#### **FOURTH SEMESTER CORE PAPERS**

Paper X	Environmental Management	25	75	100
Paper XI	Labour legislation and Administration	25	75	100
Paper XII	International Organisation and Administration	25	75	100

#### **ELECTIVE**

Elective XII	Disaster Management	25	75	100
Paper XIII	Project + Project viva	80	20	100
Or General Essay			100	
Paper XIV	Comprehensive Viva-voce		100	

#### **Summary**

	AA	CA	Total
Ist Year			
First Semester	300	100	400
Second Semester	300	100	400
2 <sup>nd</sup> Year			
Third Semester	300	100	400
Fourth Semester	500	100	600
Grand Total	1400	400	1800

- The students of Distance Education have to study the elective papers offered by the Institute. Here for the first semester E I, for the second semester E IV, for the third semester E IX and for the fourth semester E XII have been selected.

## MODEL QUESTION PAPER

A question paper consists of three parts.

Part A contains 7 questions of 2 marks. Out of this 5 questions must be answered that means  
 $5 * 2 = 10$  marks

part B contains 6 questions of 5 marks. Out of this 4 questions must be answered that means  
 $4 * 5 = 20$

Part C contains 5 questions of 15 marks. Out of this 3 questions must be answered that means  
 $3 * 15 = 45$

### **FIRST SEMESTER (CORE)**

Paper I Theories and Concepts of Public Administration

Paper II Indian Government and Politics

Paper III Human Resource Management

#### **ELECTIVE**

Elective I Human Rights Administration

### **SECOND SEMESTER(CORE)**

Paper IV Development Administration and Decentralised Governance in India

Paper V Public Personnel Administration

Paper VI Public Policy Analysis

#### **ELECTIVE**

Elective IV Public Sector management

### **THIRD SEMESTER (CORE)**

Paper VII Indian Administration

Paper VIII Research Methodology

Paper IX Financial Administration

#### **ELECTIVE**

Elective IX Essentials of Business Management

### **FOURTH SEMESTER(CORE )**

Paper X Environmental Management

Paper XI Labour legislation and Administration

Paper XII International Organisation and Administration

#### **ELECTIVE**

Elective XII Disaster Management

## **PAPER I THEORIES AND CONCEPTS OF PUBLIC ADMINISTRATION**

### **Unit – I Introduction to Public Administration**

Meaning, Nature, Scope and significance of Public Administration  
Evolution of Public Administration- from Dichotomy to Governance  
Inter disciplinary approaches to the study of Public Administration (Sociology, Political Science, Psychology, Economics, Management, Law)

### **Unit – 2 Approaches to Public Administration**

Comparative Public Administration, Structural- Functional, Ecological Approach, Rational Choice Approach, Public Choice Approach

### **Unit – 3 Theories of Administration**

Scientific management Theory (F.W. Taylor), Classical Theory (Fayol, Gullick & Urwick)  
Bureaucratic Theory (Max Weber), Human Relations Theory (Elton Mayo) Behavioural Approach (M.P. Follet, Chester Bernard)/Decision making Theory (Herbert Simon) Systems Theory (David Easton, Norbert Wiener)

### **Unit – 4 Theories of Motivation and Leadership**

Motivational Theories (Abraham Maslow, Herzberg, McGregor, Victor Vroom, Edgar Schein)  
Leadership Theories (Blake & Moutain, Rensis Likert, Katz and Kahn)

### **Unit – 5 Theories of Governance**

Regulation Theory, Institutional Theory, Social Constructivism  
Neo – Liberal Theory, Anti – Development Theory  
Governance as the New Public Management, Administrative Conjunction

### **Reading List**

Ali, Shum Sun Nisa (1990), *Eminent Administrative Thinkers*, New Delhi, Associated Publishing House.

Arndt Christiane and Charles Oman (2006), *Uses and Abuses of Governance Indicators*, Paris, OECD.

Arora RK, Sogani Meena (ed) (1991), *Themes and Issues in Administrative Theory*, Jaipur, Arihant Publishers.

Arora, R.K. (1979), *Perspectives in Administrative Theory*, New Delhi, Associated Publishing House.

Arora, R.K & Meena Sogani (2010) , *Governance in India* : Paradigms and Practices, Jaipur, Aalekh Publishers.

Baghel , CL and Kumar (2005) , *Yogendra : Public Administration*, Volumes I and II , New Delhi, Kanishka Publishers.

Basu Rumki (2006), *Public Administration: Concepts and Theories*, New Delhi, Sterling Publishers pvt. Limited.

Batley, Richard and Larbi, George(2004), *The changing Role of Government* : The Reform of Public Services in Developing Countries , London,McMillan.

Bhattacharya Mohit(2008), *New Horizons of Public Administration* , Jawahar Publishers & Distributors, New Delhi, JNU Old campus.

Chakrabarty, Bidyut(2007), *Reinventing Public Administration: The Indian Experience*, New Delhi,Orient Longman.

## **PAPER II        INDIAN GOVERNMENT AND POLITICS**

### **Unit I    Social and Ideological Base of the Constitution**

Constitutional Developments  
Organisation of the Constituent assembly – Philosophy of the Constitution.

### **Unit II    Rights and Duties**

Fundamental Rights: Nature and Characteristics  
Directive Principles of State Policy, Fundamental Duties

### **Unit III    Union Government**

Legislature – Parliament – Lok Sabha – Rajya Sabha – Composition, Powers and Functions  
Executive – President – Prime Minister – Council of Ministers  
Judiciary – Supreme court – High court – Composition, Powers and Functions

### **Unit IV    Federal Institutions and Processes**

Government Structure – Centre, State and PRIs  
Centre- State Relations – Legislative , Administrative and Financial  
Finance Commissions, Zonal Council

### **Unit V    Grass root Democracy**

Panchayati Raj in India – Gandhian Concept  
73<sup>rd</sup> and 74<sup>th</sup> Amendment  
Constitutional Bodies – Election Commission, Finance commission, CAGI, UPSC

### **Reading List**

Arora Balveer and Douglas Verney,(eds.) (1995) *Multiple Identities in a single State: Indian Federalism in Comparative Perspective* , Delhi, Konark.

Austin Granville (1999) *The Indian Constitution: Corner stone of a Nation*, Oxford, OUP.  
Austin Granville (2000) *Working of a Democratic Constitution*, Delhi, Oxford.  
Bakshi P.N.(2008) *The Constitution of India*, Allahabad, Law Publishers.  
Basu D.D.(1981) *The Shorter Constitution of India*, New Delhi, Prentice- Hall of India.  
Basu D.D.(2000) *An Introduction to the Constitution of India*, Nagpur, Wadhwa.  
Baxi Upendra (1982) *The Crisis of Indian Legal System*, New Delhi, Vikas.  
Berenschot Ward (2012) *Riot Politics : Hindu – Muslim Violence and the Indian State*,  
Columbia/Hurst, Columbia University Press  
Bhargava Rajeev, Helmut Reifeld (eds.)(2005) *Civil Society, Public Sphere, And Citizenship:  
Dialogues And Perceptions* New Delhi, Sage  
Ganguly Sumit and Rahul Mukherji (2011) *India since 1980*, New York, Cambridge University  
Press

### **PAPER III HUMAN RESOURCE MANAGEMENT**

#### **Unit I Introduction**

Meaning, Definition – Objectives – Scope and Functions  
Personnel Management and Human Resource Management  
Factors affecting Global Human Resource Management – Migration, Brain drain, Outsourcing.

#### **Unit II HR Planning**

Definition, Need and Importance of HR Planning  
Barriers to HRP, Human Resource Development (HRD)  
Job analysis, Job Design, Job Evaluation and Job Satisfaction

#### **Unit III Recruitment and Training**

Meaning and Definition  
Methods of Recruitment – Recruitment Practices in India - Selection – Placement  
Concept of Training – Methods of Training – Types of Training

#### **Unit IV Measures of Controlling Human Resources**

Promotion, Transfer  
Demotion, Separation, Managing Absenteeism  
Employee Discipline – Procedures of Disciplinary action  
Morale – Code of Conduct

#### **Unit V Human Resource Management and Globalisation.**

Corporatization and International Mobility of HR Professionals  
Challenges faced by Global HR Functions  
Changing Role of HR Professionalism and Globalisation  
Global e- enablement of HR process

#### **Reading List**

Ahuja K.K. And Balvinder Shukla(2007) *Human Resource Management*, New Delhi, Kalyani  
Publishers.  
Alan Price (2011) *Human Resource Management*, UK, Cengage Learning.

Bhatia S.K. (2003) *Management of change and Organisation Development*, New Delhi, Deep and Deep Publications.

Bhatia S.K.(2009) *HRM in Global Scenario: Practices and Strategies for competitive Success*, New Delhi, Deep and Deep Publications.

Bhatia S.K. (2008) *Emerging Human Resource Development (HRD) Focus on : Strategic Approaches, Competency Development and Retention*, New Delhi, Deep and Deep Publications.

Bhatia S.K.(2007) *Management of Non – Profit Organisations*,New Delhi, Deep and Deep Publications.

Bhatia, Sudarshan Kumar (2009) *Contemporary Industrial Psychology : Emerging Concepts and Practices for new Work Place*, New Delhi, Deep and Deep Publications.

Blyton Paul , Edmund Heery, Nicolas Bacon and Jack Fiorito(eds.)(2008) *The Sage Handbook of Industrial Relations*, London, Sage.

Buhler Patricia (2010) *Human Resource Management*, New York, Aadams Media.

Cowling Alan, Chloe Mailer(2012), *Managing Human Resource*, London, Routledge.

## **PAPER IV      DEVELOPMENT ADMINISTRATION AND DECENTRALISED GOVERNANCE IN INDIA**

### **Unit - I    Introduction**

Development: Meaning and nature  
Development Administration : Features, Importance and Approaches  
Characteristics of Developing Countries

### **Unit -2    Development Administration in India**

Development Planning in India – Agencies – Planning Commission - NDC and State Planning Board  
Bureaucracy and Development Administration  
NGO's and Development

### **Unit – 3    Challenges and Prospects of Development Administration**

Globalization and Development Administration  
Resource and Utilization- Human, Natural, Material and Technology  
Corruption – Political and Bureaucratic  
Social Auditing and Citizen's Charter

### **Unit - 4    Decentralisation**

Concepts, Evolution, and Significance of Democratic Decentralisation  
Dimensions of Democratic Decentralisation : Constitutional, Social, Environmental, Geographical and Political  
Structure and functions of Local Self Government Institutions

## **Unit – 5 Strategies and Programmes of Development Administration – The Kerala Context**

People's Planning, Kerala Development Programme, Poverty Alleviation Programmes  
Empowerment of Women and Backward Classes, Employment Guarantee Scheme.

### **Reading List**

- A.S. Malik(1995), *Concept and Strategy of Rural Industrial Development*, M.D. Publications, and Initiatives in South Asia, New Delhi.
- B.K.Sinha and K.Gopal Iyer (2009), *Panchayati Raj and Local Governance*, NIRD, Hyderabad
- Bardhan, P. & D. Mookherjee eds. (2007), *Decentralization and Local Governance in Cambridge University Press*, New Delhi.
- Chambers, Robert (1998), *Rural Development : Putting the Last First*, Longman, Harlow.
- Choudhury R.C., S.P.Jain(ed.)(2008),*Patterns of Decentralised Governance in India* , National Institute of Rural development, Hyderabad.
- Debroy, Bibek and P.D. Kaushik (2004), *Emerging Rural Development through Developing Countries : A comparative Perspective* , OUP, New Delhi.
- E.A. Narayana(2008), *Panchayati Raj in Action*, Concept, New Delhi.
- Fred W. Riggs (ed.) (1970), *Frontiers of Development Administration*, Purham: N.C. Duke University Press.
- G. Palanithurai (2002), *Dynamics of New Panchayati Raj System in India* (vol I to VII), New Delhi, Concept.
- G. Palanithurai (2009), *Decentralisation in India: Critical Issues from the Field* , Concept New Delhi.

## **PAPER V PUBLIC PERSONNEL ADMINISTRATION**

### **Unit – I Introduction**

Public Personnel Administration – Concept, Nature, Scope and Significance. Bureaucracy: Meaning, Concepts, Types, Recent Trends and its Role in Modern Society.

### **Unit – II Public Personnel System in India**

UPSC, SPSC and JPSC

Civil Services: Recruitment, Training, Promotion and Salary Administration.

### **Unit – III Employee's Capacity Building Strategies**

Human Resource Management and Employment Involvement. Code of Conduct and Discipline

### **Unit – IV Industrial Relations**

Employer – Employee Relations, Employee Participation

Trade Unionism - Social Unionism- Collective Bargaining

Machinery for Negotiation and Settlement of Service Conditions

### **Unit – V Citizen and Administration**

Citizen's Grievances about Administration – Lok Pal and Lokayukta

Right to Information Act, Right to Services Act.

### **Reading List**

Aswathappa K(2005) *Human Resource and Personnel Management*, Tata Mc Graw – Hill, New Delhi.

Ban Carolyn, Norma Riccucci(1991), *Public Personnel Management: Current Concerns, Future Challenges*, Longman, London.

Bhargava, P.P.(1990), *Issues in Personnel management*, Printwell Publishers, Jaipur.

Cozzetto.A, Don, Theodore.B.Pedeliski & Terence .J.Tipple(1996), *Public Personnel Administration : Confronting the Challenges of Change*, Prentice Hall, New Jersey.

Dessler Gary, Biju Varkkey(2009)*Human Resource Management*, Pearson Education India, New Delhi.

Gennard John, Graham Judge *Employee relations*, CIPD Publishing, London.

Goel, S.L., Shalini Rajneesh(2008), *Public Personnel Administration : Theory and Practice*, Deep and Deep Publications, New Delhi.

Hogler Raymond L.(2003) *Employment Relations in the United States : Law, Policy and Practice*, Sage Publications, California.

Jain C.M.(2003) *Public Personnel Administration*, College Book Depot, Jaipur.

Kalinger David E.(1986) *Public Personnel Management*, Englewood Cliffs, New Jersey.

## **PAPER VI PUBLIC POLICY ANALYSIS**

### **Unit I Nature, Scope and Importance of Public Policy**

Relevance of Policy making in Public Administration

Evolution of Policy Analysis : Laswell, Dror, Thomas R.Dye, Henry Kinsinger, David Easton

### **Unit II Major Approaches to the Study of the Public Policy**

Systems Approach, Elite Theory, Group Theory

Political Economy Approach, Incremental Approach

Rational Approach, Cost Benefit Analysis Approach

### **Unit III Major Stages of Public Policy**

Policy Initiation, Policy Deliberation and Policy making, Agencies

Policy Implementation, Policy Evaluation, Monitoring and Feed back

### **Unit IV Major Actors in Policy Process**

Role of Bureaucracy, Role of Media

Role of Political Parties and Interest Groups, Role of NGOs

Impact of Globalization and Liberalization Policies

### **Unit V Public Policy Debates**

New Economic Policy- Globalization, Liberalisation and Privatisation

Education Policy – Health Policy – Environmental Policy in Kerala

## **Reading List**

Anderson James F. (1979), *Policy making*, New York, Preager.

Bagchi Amaresh (ed.)(2005),*Readings in Public Finance*, New Delhi Oxford University Press.

Cairney Paul (2011), *Understanding Public Policy : Theories and Issues*, basingstoke, Palgrave

Carter A. Wilson (2005), Public Policy: Continuity and Change, New York, McGraw-Hill  
Cochran Charles L. and Eloise F. Malone (2007), Public policy Perspectives and Choices, New Delhi, Viva Books Private Limited.  
Dror, Y. (1983), Public Policy Reexamined, New Jersey, Transaction Publishers.  
Dunn, William N. (2004), Public Policy Analysis – An Introduction, New Jersey, Prentice Hall.  
Fischer Frank; Gerald J. Miller and Mara S. Sidney (ed.) (2007), Handbook of Public Policy Analysis : Theory, Politics and Methods, New York, Taylor and Francis.  
Friedman Lee (2002), The Micro Economics Of Public Policy Analysis, Princeton University Press, Princeton and Oxford.  
Gruber Jonathan (2005), Public Finance and Public Policy, New York, Worth Publishers.

## **PAPER VII                      INDIAN ADMINISTRATION**

### **Unit – I    Evolution of Indian Administration**

Kautilya's Contribution, Mughal Administration  
British Legacy, Post Independent Period

### **Unit – 2    Administration at Union Level**

PMO, Central Secretariat  
Cabinet Secretariat, Ministry of Home Affairs, Finance, External Affairs, HRD,  
Personnel and Administrative Reforms Department

### **Unit – 3    Public Services**

All India Service, Central Services  
State Services, Recruitment Agencies – UPSC, SPSC & Staff Selection Commission

### **Unit – 4    State Administration**

State Secretariat – Organization and Role, Chief Secretary  
District Administration – District Collector  
Local Governance – Urban and Rural

### **Unit -5    Issues and Challenges in Indian Administration**

Minister Civil Servant Relation, Generalist Vs. Specialist, Corruption in Administration  
Redressal Mechanisms – Lokpal, Lokayukta, RTI, Central Vigilance Commission, Right to Service  
Administrative Reform Commissions in India - Morarji Desai and Veerappa Moily Commissions.

## **Reading List**

Arora, Ramesh K and Rajani Goyal (2007), Indian Public Administration , Institution and Issues, Delhi, New Age International.  
Avasthi, Amreshwar and Shriram Maheshwari (1962) Public Administration, New Delhi, Lakshminarayn Aggarwal.

Bussell, Jennifer (2012), Corruption and Reform in India : Public Services in the Digital Age, UK, Cambridge University Press.  
Commonwealth Secretariat(2007), Public Services in India, New Delhi, Rawat Publications  
Government of India: Administrative Reforms Commission Secretariat, Recommendations and conclusions of Administrative Reforms Commission: a compendium, July 1970, India  
Administrative Reforms Commission Secretariat  
India. Administrative Reforms Commission (2007), Second Administrative Reforms Commission: Public Order, Second Administrative Reforms Commission, Government of India.  
Jain R.B.(1976), Contemporary Issues in Indian Administration, Delhi, Vishal Publishers.  
Jain, RB (2001), Public Administration in India: 21<sup>st</sup> Century Challenges for Good Governance, New Delhi, Deep & Deep Publications.  
Jayapalan,N(2001), Indian Administration 2 Vols. Set, New Delhi, Atlantic publishers  
Kumar, Virendra(1993), Committees and Commissions in India 1976 Vols. Set, New Delhi, Concept Publishing Company  
Maheshwari Shiram (2006), Public Administration in India: The Higher Civil Service , USA,Oxford University Press  
Sarkar, Siuli(2010), Public Administration in India, New Delhi,PHI Learning Pvt. Ltd.

## **PAPER VIII RESEARCH METHODOLOGY**

### **Unit I Introduction**

Research in Social Sciences: Socio – economic Significance  
Concepts and Principles of Social Science Research

### **Unit II Fundamentals in Research**

Concepts, Theories, Hypothesis Variables and Selection and Formulation of Research Problem.

### **Unit III Research Design**

Synopsis preparation and Research Design  
Types of Research – Exploratory, Explanatory, Descriptive, Analytical, Pure and Applied Research.

### **Unit IV Sampling**

Sampling – Types  
Probability Sampling- Techniques, Non- Probability Sampling – Techniques.

### **Unit V Data Collection and Analysis**

Sources of Data(Primary & Secondary), Tools & Techniques of Data Collection, (Questionnaire, Interview Schedules, Observation and Projective Techniques)  
Data Analysis – Use of Computer and Internet, Statistical Method- Significance & Limitations  
Report Writing, Importance of Source Citation- Appendix, Bibliography and Webliography

### **Reading List**

Aneshensel. C.S.(2002) Theory – Based Data Analysis for the Social Sciences, London, Pine Forges Press.

Bernard Russell H. (2012) Social Research Methods, New Delhi, Sage.  
Blalock H.M.(1970) An Introduction to Social Research, Englewood Cliffs, Prentice Hall.  
Blackburn.R (ed.)(1972)Ideology and Social Science, London, Fontana.  
Blondel j.(1976) Thinking Politically, London, Wildwood House.  
Bryman A. (1988) Quantity and Quality ion Social Research, London, Unwin Hyman.  
Chalmers.A.F. (1990) Science and its Fabrication, Milton Keynes, Open University Press.  
Creswell J.W.(2012) Qualitative Inquiry and Research Design, New Delhi, Sage.  
Crick B. (1993) IN Defence of Politics (4<sup>th</sup> Edn.), Harmondsworth, Penguin.  
David E. McNabb(2010) Research Methods for Political Science: Quantitative and Qualitative Approach, London,M.E.Sharpe.  
Denzin N.K.(2011) The Sage Handbook of Qualitative Research, New Delhi, Sage.

## **PAPER IX                      FINANCIAL ADMINISTRATION**

### **Unit I                      Introduction**

Nature, Scope and Importance of Financial Administration  
Process and Agents in Financial Administration

### **Unit II    Dimensions of Financial Administration**

Resource Mobilization for different levels of Government -  
Monetary and Fiscal Policies- Tax and Non Tax Sources  
Public Borrowings, Public Debt and its Management

### **Unit III    Budget**

Concept of Budget – Types of Budget- Performance Budgeting- Capital Budgeting-Zero Base Budgeting  
Public Policy and Budgeting, Budgetary Process in India,  
Accounts and Audit

### **Unit IV    Control over Public Expenditure**

Parliamentary Control of Public expenditure- Estimates Committee- Public Accounts Committee – Committee on Public Undertakings, Comptroller and Auditor General  
Role of Finance Ministry, Problems and prospects of Financial Administration in India

### **Unit V    Indian Public Finance**

Union, State and Local Finances in India  
Finance Commission – Taxation Policies in India  
Planning Commission, National Development Council  
Financial Reforms in the era of Globalization and Liberalisation

### **Reading List**

Ahmed Abdullahi Dahir, Sardar M.N. Islam (2010), Financial Liberalization in Developing Countries : Issues, Time series Analysis and Policy Implications, New York, Springer  
Basu Rumki(2004) Public Administration : Concepts and Theories, New Delhi, Sterling Publishers  
Bird Richard Miller (1992), Improving Tax Administration in Developing Countries, USA

International Monetary Fund.

Bland Robert L. (2009), A Budgeting Guide for Local Government Municipal Management Series, Washington, International City County Management Association (ICMA)

Chakrabarty Bidyut and Prakash Chand(2012), Public Administration in a Globalizing World: Theories and Practices, New Delhi, Sage Publications

Chandra Prakash Bhambhri(1959), Parliamentary Control over Finance in India: A Study in Financial Administration, Meerut, Jai Prakash Nath

Chen Greg G, Dall W Forsythe, Lynne a Weikart and Daniel W Williams (2008), Budget Tools : Financial Methods in the Public Sector, USA, CQ Press

Jalan P.K.(2004), Industrial Sector Reforms in Globalization Era, New Delhi, Sarup & Sons

Frank Howard A. (2006), Public Financial Management Public Administration and Public Policy, USA,CRC Press

Dornbusch Rudiger and Mario Draghi(2008), Public Debt Management: Theory and History, UK, Cambridge University Press

## **PAPER X ENVIRONMENTAL MANAGEMENT**

### **Unit I Environmental Management : Fundamentals and goals.**

Environmentalism and Environmental Management

Conflicting Versions of Environmental Management: Role of State, NGOs, Private Agencies Sustainable Development

### **Unit 2 Environmental Management and the UN System**

UNEP, Brundtland Report

Rio Conference

### **Unit 3 Institutional and Legal Structure in India**

Ministry of Environment and Forest,  
Central/State Pollution Control Boards,  
Local Bodies

Important Environmental Legislations

### **Unit 4 Corporate Environmental Management**

Corporate Environmental Strategies, Eco- marketing, Environmental Accounting

ISO 14001 : A model Environmental Management System

Risk Management/Disaster Management

### **Unit 5 Natural Resource Management: Forest, Water and Energy**

Environmental Audit,

Environmental Impact Assessment and Environmental Information

Solid and Hazardous Waste Management

## **Reading List**

Abraham C.M. (1999) Environmental Jurisprudence in India , The Hague, Kluwer Law International

Adams W.M.(1991) Green Development : Environment and Sustainability in the Third World, London, Routledge.

Biehl Janet (1991) Rethinking Ecofeminist Politics, Boston, MA.: South End Press.

Black Maggie (2002) The No-Nonsense Guide to International Development , London, Verso

Bull D. (1982) A Growing Problem: Pesticides and the Third World Poor, Oxford: Oxfam.

Carson Rachel(1962) Silent Spring, Boston, MA: Houghton Mifflin.

Cronon W.(ed) (1966) Uncommon Ground: Rethinking the Human place in Nature, new York, Norton.

Divan S. and Armin R. (2001) Environmental Law and Policy in India: Cases, Materials and Statutes, New Delhi, Oxford University Press.

Dobson Andrew (1990) Green Political Thought, London, Unwin Hyman.

Dobson Andrew (1993) ' Critical Theory and Green Politics', in A. Dobson and Paul Lucardie (eds) The Politics of Nature: Explorations in Green Political Theory, New York, Routledge.

## **PAPER XI                      LABOUR LEGISLATION AND ADMINISTRATION**

### **Unit I                      Institutionalising Labour Rights**

Introduction to Labour Administration  
 ILOs Initiatives for Labour Empowerment  
 Constitutional Guarantees – USA, UK and India  
 Labour in the organized and unorganized sector

### **Unit II    Employer- Employee Relations**

Concept of Industrial Relations, Collective Bargaining  
 Worker Participation in Management, Mechanism to settle Labour Disputes

### **Unit III    Improving Material Conditions of Labour**

Factories Act, Industrial Employment Act  
 Industrial Disputes Act

### **Unit IV    Legislations on Employee Welfare and Wages**

PF Act- ESI Act, Compensation Act  
 Minimum Wages Act – Payment of Wages Act  
 Bonus Act, Gratuity Act

### **Unit V    Labour Legislation and Administration in Kerala**

Role & function of Welfare Boards (Kshemanidhi Boards)  
 Trade Unionism in Organised and Un Organised Sectors

### **Reading List**

Anderman Steven D.(2009) Labour Law, London, Butterworths.

Aswathappa K(2005) Human Resource and Personnel Management, New Delhi, Tata McGraw-Hill.

Brodie Patrick J. and James Ottavio Castagnera (2010) Employment and Labor Law, California, South-Western College.

Conaghan Joanne, Richard Michael Fischl and Karl Klare (2004) Labour Law in an Era of Globalization:

Transformative practices and Possibilities, Oxford, Oxford University Press.  
Dessler Gary, Biju Varkkey(2009) Human Resource Management, New Delhi, Pearson Education India  
Farnham David(2000) Employee Relations In Context, London, CIPD Publishing.  
Gennard John, Graham Judge Employee Relations, London, CIPD Publishing.  
Goel S.L.(2004)Public Personnel Administration,New Delhi, Deep & Deep Publishers.  
Jain C.M.(2003) Public Personnel Administration,Jaipur,College Book Depot.

## **PAPER XII INTERNATIONAL ORGANIZATION AND ADMINISTRATION**

### **Unit I Nature and Evolution of International Organization and Administration**

Introduction – Historical background: Expansion of Capitalism, Modernity, Nation State System.  
War, Peace and Global Order in the 19<sup>th</sup> and 20<sup>th</sup> centuries.

### **Unit II International Organizations**

League of Nations and United Nations (Organization, Function and Achievements)  
Specialized Agencies:  
Financial Institutions : IMF,World Bank  
Education/Culture:UNESCO  
Health: WHO  
Trade: WTO

### **Unit III Regional Organizations and Development**

Economic: European Union (EU)  
NAFTA(North America)  
ASEAN(Asia)

### **Unit IV International Non- Governmental Organizations**

Origin, Growth and Philosophy  
Protection of Human Rights: Amnesty International  
Development : Oxfam  
Environment: Greenpeace

### **Unit V International Law and Global Governance**

Issues of Law-making and Law enforcement at the International level  
Public International Law  
Administration of Justice: International Court of Justice and the International Criminal Court

## **Reading List**

Abass Ademola(2004) Regional Organizations and the Development of Collective Security: Beyond Charter VIII of the UN Charter, Oxford, Hart Publishing.  
Archer Clive(2012) International Organizations, London, Routledge.

Basu Rumki(2004) The United Nations Structure and Functions of an International Organizations , New Delhi, Sterling Publishers.

Baylis John, Steve Smith and Patricia Owens (2011) The Globalization of World Politics: An Introduction to International Relations New york, Oxford University Press.

Bhaskar C. Uday, Santhanam.K, Sinha K. Uttam & Meenai Tasneem (2005) United Nations Multilateralism and International Security, new Delhi, Institute for Defense Studies & Analyses.

Bieber Florian & Daskalovski Zidas (2003) Understanding the War in Kosovo, London, Frank Cass Publishers.

Blavoukos Spyros, Dimitris Bourantonis(eds.) (2011) The EU Presence in International Organizations, London, Routledge.

Boas Gideon (2012) Public International Law : Contemporary Principles and Perspectives, Massachusetts,Edward Elgar.

Caulfield Norman (2010) NAFTA and Labor in North America, Urbana, University of Illinois Press

Cholewski Ryszard, Pecoud Antoine and Guchteneire de Paul, (2009) Migration and Human Rights: The United Nations Convention on Migrant Workers Rights, Cambridge, Cambridge University Press.

## **ELECTIVE I                    HUMAN RIGHTS AND ADMINISTRATION**

### **Unit I            Introduction**

Introduction, Definition, Theories – Perspectives and Approaches  
Emerging Dimensions of Human Rights

### **Unit II            Human Rights and the UN**

Role of UN and its specialized agencies for the protection of Human Rights  
UN Declaration of Human Rights, UN Commission on Human Rights, Millennium Declaration  
Goal

### **Unit III Human Rights in India**

Constitutional Context of Human Rights in India \_ Rights and Duties  
National and State Human Rights Commissions  
Rights of Marginalized Classes – Women, Children, Minorities- Backward Classes  
Human Rights Act of 1993

### **Unit IV Human Rights and Police Administration**

Human Rights and the Practice of Policing,  
Changing Role of State; Police in the era of Globalization  
Custodial Crimes, Treatment of Prisoners, Life Convicts, Capital Punishment, Prison Justice- Role of Judiciary and Press

### **Unit V    Citizen's Rights and Administration**

Transparency, Citizen's Charter, Right to Information, Right to Privacy, Social Audit, Grievance Redressal Machinery

### **Reading List**

Agarwal R.S. (1978), Human Rights in the Modern World, New Delhi: Chetna Publications

Agarwal, H.O.(1983): Implementation of Human Rights Covenants with Special Reference to India, Allahabad, Kitab Mahal.

Anu Saksena (2004), Gender and Human Rights, Delhi, Shirpa Publications

Ashishkumar Das(2007), Human Rights in India, New Delhi, Sarup Sons.

Babu Brijesh(2010), Human Rights and Social Justice, New Delhi, Global Publications.

Desai A.R (Ed.1990) Repression and Resistance in India, Bombay, Popular Prakashan

Falk Richard (1991) Human Rights and State Sovereignty, New York: Helnes and Meier Publishers.

Forsythe, David. P (Ed.) (1989), Human Rights and Development: International Views, London:Macmillan.

Iyer Krishna V.R.(1990): Human Rights and the Law, Indore, Vedpal Law House.

Iyer Krishna V.R.(1999): The Dialectics and Dynamics of Human Rights in India: Yesterday, Today and Tomorrow, Calcutta, ELH.

## **ELECTIVE IV PUBLIC SECTOR MANAGEMENT**

### **Unit I Administrative Culture and Reforms**

Meaning- Process and Importance

Administrative Efficiency- Organization and Management

Work Study and Work Management, Reforms since Independence- Reports of the ARC.

### **Unit II Planned Development**

Role- Composition and Functions of the Planning Commission, Role of NDC

Planning Process- Union, State and Local Level.

### **Unit III Public Sector Undertakings**

Public Undertakings- Concept, Features and Objectives- Forms of Public Undertakings  
Corporations – Companies- Boards and Commissions- Ad-hoc and Advisory bodies.

#### **Unit IV Ethics in Public Sector**

Meaning, Concept, Need and Importance of Ethics in Public Undertakings.

Issues of Autonomy, Accountability and Control, Performance of Public Undertakings

State and the regulation of PSUs.

Legislative and Executive control over PSUs

#### **Unit V Changing Role of Public Sector**

Public Sector in Modern India- Features of Entrepreneurial Government

Management Applications: MIS, JIT, MBO, PERT, CPM.

#### **Reading List**

Basu Prahlad Kumar(1982) Public Enterprises: Policy Performance and Professionalism, New Delhi, Allied.

Berman Evan M., James S. Bowman, Jonathan P. West and Montgomery R. Van Wart(2009) Human Resource Management in Public Service: Paradoxes, Processes, and Problems, London, Sage.

Chaston Ian (2011) Public Sector Management: Mission Impossible ?, New York, Palgrave Macmillan.

Corbridge Stuart, John Harriss and Craig Jeffrey(2012) India Today: Economy, Politics and Society(Politics Today), Cambridge, Polity.

Dewan J.M. and K.N.Sudarshan (2002) Organization Management, Delhi, Dorling Kindersley.

Dewan S.M.(2006) Corporate Governance in Public Sector Enterprises,Delhi, Dorling Kindersley.

Flynn Norman(2012) Public Sector Management, London, Sage.

Ghosh(2004)Indian Economy- its Nature and Problems, Calcutta: The World Press Pvt.

Kassel David S. (2010) Managing Public Sector Projects: A Strategic Framework for Success in an Era of Downsized Government (ASPA Series in Public Administration and Public Policy) New York, CRC Press.

Kumar Virendra(1993), Committees and Commissions in India 1976 Vol.14, New Delhi, Concept Publishing Company.

## **ELECTIVE IX ESSENTIALS OF BUSINESS MANAGEMENT**

### **Unit I Introduction**

Nature, Evolution and Scope of Management  
Major Approaches in Management, Levels of Management  
Functional Management: Production, Finance, Human Resource,  
Marketing and IT  
Functions of Management

### **Unit II Planning**

Planning- Corporate Planning-Objectives of Planning  
MBO, Decision Making- Process of Decision Making.

### **Unit III Organizing**

Principles of Organizing, Organization – Types of Organisation  
Organisation Development

### **Unit IV Directing**

Nature and Process of Directing  
Communication – Types of Communication  
Motivation – Theories of Motivation(Maslow, Mc Gregor)  
Leadership – Theories in Leadership (Trait, Managerial Grid)

### **Unit V Government – Business Relationship**

Influence of Government Policies in Business  
SWOT Analysis, Management Audit

### **Reading List**

Bagad V.S.(2009), Principles of Management, Pune, Technical Publications.

Bhatia S.K.(2003) Management of Change and Organization Development, New Delhi, Deep and Deep Publications.

Bhatia S.K.(2007) Management of Non- Profit Organizations, New Delhi, Deep and Deep Publications.

Bose D. Chandra(2004) Principles of Management and Administration , New Delhi, PHI Learning

Burrow James L. and Brad Kleindl(2012) Business Management , Stamford, South-Western Educational Publication.

Carpenter Mason(2009) Principles of Management , New York, Flat World Knowledge.

Caroll Archie B.,Ann K. Buchholtz (2011) Business and Society: Ethics and Stakeholder Management, London, Cengage Learning.

Cole Gerald A.(2004) Management: Theory and Practice, London, Cengage Learning.

DuBrin Andrew J. (2012) Essentials of Management, Stamford, Cengage Learning.

Dyck Bruno, Mitchell J.Neubert (2008) Management: Current Practices and New Directions, Stamford, Cengage Learning.

## **ELECTIVE XII           DISASTER MANAGEMENT**

### **Unit I                   Introduction to Disaster Management**

Disaster Management- Definition and Scope

Basic Concepts of Disaster Management – Prevention, Preparedness, Mitigation, Relief, Rehabilitation and Recovery

### **Unit II   Managing Natural hazards and Manmade Hazards**

Floods- Earthquakes- Tsunami- Volcanic Eruptions- Tornadoes- Hurricanes- Acid Rain, Land Slides

Structural failures- Aviation and Transportation Disasters- Nuclear Accidents- Workplace Violence- Terrorism and Civil Disorders – Accidents in Industrial Process

UN Office of Disaster Relief Coordinator(UNDRO), UNDP,UNICEF, FAO, WHO,UNHCR

### **Unit III Disaster Management Planning**

Preparation of Disaster Management Plans- Pre and Post Disaster Relief Measures

Role of Effective Technology – Role of Renewable Resources

Resettlement and Rehabilitation after Disaster

### **Unit IV Disaster Management system in India**

Disaster Response History in India

Response to the Disaster Situation: Role of Government and Non- Governmental Organizations(NGOs)

Disaster and Development

### **Unit V Disaster Management in the New Millennium**

Disaster Management : The New Approach

Global Vision and Local Action – Rural Investment and Effective Delivery Systems

Role of Academia.

## **Reading List**

Cronon W. (ed.) (1996) Uncommon Ground: Rethinking the Human Place in Nature, New York, Norton.  
Bull D. (1982) A Growing Problem: Pesticides and the Third World Poor, Oxford: Oxfam.  
Gadgil Madhav and Ramachandra Guha(1992) This Fissured Land : An Ecological History of India, Backeley, University of California Press.  
Gadgil Madhav and Ramachandra Guha(1995) Ecology and Equity: The Use and Abuse of Nature in Contemporary India, London, Routledge.  
Merchant Carolyn(1980) The Death of Nature , San Francisco, Harper Brace.  
Mehta Lyla(ed.)(2009) Displaced by Development: Confronting Marginalisation and Gender Injustice, New Delhi, Sage.  
Singh R.B.(Ed.)(2000) Disaster Management , New Delhi, Rawat Publication.  
Gupta H.K.(Ed) (2003) Disaster Management , Nw Delhi, Universiters Press.  
Singh R.B.(1994) Space Technology for Disaster Mitigation in India(INCED), University of Tokyo.  
Satender (2003) Disaster Management in Hills, New Delhi, Concept Publishing.

Reg no.....  
Name.....

No.PADC-001

**M.A.Previous (IDE) Degree Examination, April/ May.**  
**Branch- Public Administration**  
**Paper – I**

Time: 3 hrs

Max. Marks:75

**Theories and Concepts of Public Administration**

**Part. A**

Answer any five question. Each question carry 2 marks.

Write a short notes on:-

1. Liberalisation
2. Neutrality
3. Governance
4. Principle of Narrow Span of Control
5. New Public Management
6. Rational – Choice Approach
7. Decision making?

**Part. B**

Answer any four question. Each question carry 5 marks

8. Discuss the Nature and scope of Public Administration?
9. What is the importance of Comparative Public Administration.
10. Leadership Theory of Katz and Khan
11. Significance of Privatization wave in the development of Public Administration.
12. What are the challenges faced by the bureaucracy in administrative sector?

13. Behavioural Approach in Public Administration.

**Part. C**

Answer any three question. Each question carry 15 marks.

14. Trace out the evolution of Public Administration?

15. How far the inter disciplinary approaches help in the study of Public Administration?

16. Explain Governance as the New Public Management?

17. Whether the theories of administration helps in the real development of administrative structure?

18. Analyse the role of bureaucracy in the development of a nation?