

Master of Arts Public Administration



Syllabus

(Effective from Academic Year 2024-2025 onwards)

Faculty of Social Science

Pandit Deendayal Upadhyaya Shekhawati University

Sikar (Rajasthan) 332024

E-mail: reg.shekhauni@gmail.com

Website: www.shekhauni.ac.in

212
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

Final Credit Summary

MA Public Administration

Yr	Sem	Credits							Total
		DSC	DSE/ P/D	GEC	AEC	SEC	VAC	Seminar / Internship / Dissertation	
First	Pawas	16	4	---	---	---	2	---	22
	Vasant	16	4	---	---	---	2	---	22
Second	Pawas	8	16	---	---	---	2	---	26
	Vasant	4	8	---	---	---	---	8	20
		44	32	---	---	---	6	8	90

Proposed Distribution of Credits for PG Programme				
Courses	SEM I	SEM II	SEM III	SEM IV
Major DSC	DSC1(4) DSC2(4) DSC3(4) DSC4(4)	DSC5(4) DSC6(4) DSC7(4) DSC8(4)	DSC9(4) DSC10(4)	DSC11(4)
DSE	DSE1(4)	DSE2(4)	DSE3(4) DSE4(4) DSE5(4) DSE6(4)	DSE7(4) DSE8(4)
GEC	---	---	---	---
AEC	---	---	---	---
SEC	---	---	---	---
VAC	VAC1(2)	VAC2(2)	VAC3(2)	---
Seminar / Internship / Dissertation	---	---	---	Dissertation(8)
Total	22	22	26	20
	44		46	
	90			


Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar(Rajasthan)

Curriculum Structure										
Session 2024-2025 onwards										
Name of the Programme: M.A in Public Administration										
Year: First					Semester: I (Pawas)					
	Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			
			L	T	P		CWS	MTE	ETE	
Pawas Semester I	Discipline Specific Core (DSC):									
	24MPA9101T	Administrative Theories	4	0	0	4	10	20	70	
	24MPA9102T	Administrative Thinkers	4	0	0	4	10	20	70	
	24MPA9103T	Public Personnel Administration	4	0	0	4	10	20	70	
	24MPA9104T	Comparative Public Administration	4	0	0	4	10	20	70	
	Discipline Specific Elective(DSE):									
	24MPA9105T	Constitution and Administration	4	0	0	4	10	20	70	
	OR									
	24MPA9106T	Governance and Administration	4	0	0	4	10	20	70	
	Value Added Course (VAC): * from central Pool									
			2	0	0	2	--	--	--	
Seminar/Internship/Dissertation (S/I/D):										
	--	--	--	--	--	--	--	--	--	
						22				

Summary: I Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
	Total	22
SCW (Classwork): It would include attendance, assignments, class test/ quiz test/assignments, ppt, play, learn by fun activities, etc.		


 Dy. Registrar
 Pandit Deendayal Upadhyaya
 Shekhawati University,
 Sikar(Rajasthan)

Curriculum Structure									
Session 2024-2025 onwards									
Name of the Programme: M.A in Public Administration									
Year: First					Semester: II (Vasant)				
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			
		L	T	P		CWS	MTE	ETE	
Discipline Specific Core(DSC):									
24MPA9201T	Indian Administrative System-I	4	0	0	4	10	20	70	
24MPA9202T	Research Methodology	4	0	0	4	10	20	70	
24MPA9203T	State Administration in India	4	0	0	4	10	20	70	
24MPA9204T	Development Administration	4	0	0	4	10	20	70	
Discipline Specific Elective(DSE):									
24MPA9205T	Urban Governance	4	0	0	4	10	20	70	
OR									
24MPA9206T	Office Administration	4	0	0	4	10	20	70	
Value Added Course (VAC): * from central Pool									
		2	0	0	2	10	20	70	
Seminar/Intership/Dissertation (S/I/D):									
--	--	--	--	--	--	--	--	--	--
Total								22	

Summary: II Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Intership/Dissertation(S/I/D):	--
Total		22
\$CW (Class work): It would include attendance, assignments, class test/ quiz test/ assignments, ppt, play, learn by fun activities etc.		


 Dy. Registrar
 Pandit Deendayal Upadhyaya
 Shekhawati University,
 Sikar(Rajasthan)

M.A. Public Administration

Semester-I

Administrative Theories
24MPA9101T

Unit-I

Meaning, Nature, Scope and Significance of Public Administration, Public and Private Administration, Evolution and Present **Status** of the Public Administration.

Paradigm shift from Government to Governance: New Public Administration (NPA), Public Choice Theory (PCT), New Public Management (NPM), New Public Service, Globalization and its impact on Public Administration..

Unit-II

Approaches to the study of Public Administration: Behaviour, Systems and Structural-Functional, Scientific Management theory, Human Relations theory, Bureaucratic theory,

Unit-III

Structure of Organization: Formal and Informal Organization, Line, Staff and Auxiliary agencies, Headquarters and field relationship.

Principles of Organization : Hierarchy, Co-ordination, Unity of command, Span of control, Authority and Responsibility, Delegation, Centralization and Decentralization

Unit-IV

Administrative Behaviour: Leadership, Supervision, Communication, Decision Making (Simon's Model), Motivation

Administrative improvements: Meaning and Scope. Tools and methods for administrative improvement-- O and M., Cybernetics and cybernetic state. PERT and CPM.

Suggested Readings:

1. Pffifner & Presthus: Public Administration
2. Felix A. Nigro: Modern Public Administration
3. Rabber S. Basic: Action Administration
4. Follet M.P.: Dynamic Administration
5. March & Simon; Organisation
6. Etzioni: A Comparative Analysis of Complex Organization
7. William P. Sexton: Organisation Theories
8. Gerald Caiden: Dynamics of Public Administration
9. सुरेन्द्र कटारिया: प्रशासनिक सिद्धान्त एवं प्रबंध
10. Sahni and Vayunandan, Administrative Theory

212
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

Administrative Thinkers
24MPA9102T

Unit-I

Kautilya: Concept of State, Mandal Theory, Law and Order Administration

Woodrow Wilson: Science of Public Administration, Politics-Administration Dichotomy

Unit-II

Bureaucratic Model: Max Weber

Classical Theory: Henri Fayol, Luther Gullick, Lyndall Urwick

Scientific Management: F.W. Taylor

Unit-III

Human Relations: Elton Mayo, M.P. Follett

Behaviouralism: Chester I. Barnard, Herbert A. Simon

Unit-IV

Motivation: A.H. Maslow, Frederick Herzberg, Douglas McGregor

Organizational Humanism: Chris Argyris, Rensis Likert, Dwight Waldo

Suggested Readings:

1. Amitai Etzioni: Modern Organization, New Delhi, Prentice Hall of India Pvt. Ltd. 1964.
2. Bertram, M. Gross: The Managing of Organizations (Vol.1) New York. The Free Press, 1964.
3. Prasad and Prasad: Administrative Thinkers (In Hindi also).
4. Singh, R.N.: Management Thoughts and Thinkers.
5. Ali, S.S.: Eminent Administrative thinkers.
6. Marina Rita Pinto ; Administrative Management Thinkers.
7. Daniel E. Ciffths: Administrative Theory.
8. Peter Self: Administrative Theories and Policies.
9. Fred Luthans: Organizational Behaviour.
10. Gerald E. Caiden: Dynamics of Public Administration Guidelines to Current Transformation in Theory and Practice.
11. Surendra Kataria : Prashasanik Chintak (in Hindi)

Public Personnel Administration
24MPA9103T

Course Objectives To explain the students about the concept and theories of personnel policy and aspects of personnel administration in civil services, the Administrative reforms policies and processes in personnel administration.

Learning Outcomes

1. Will be able to explain the concept and theories of personnel policy and aspects of personnel administration in civil services.
2. Will be able to describe the Administrative reforms policies and processes in personnel administration.

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar(Rajasthan)

Unit-I

Public Personnel Administration: Meaning, Nature, Scope and its Importance. Concept of Human Resource Management (HRM). Evolution, Development and Significance of civil services in developed and developing countries.

Unit-II

Classification, Recruitment, Training,, Career Advancement and Promotion, Performance Appraisal, , Code of Conduct, Pension and Retirement Benefits.

Unit-III

Employer-Employee Relations, Grievance redressal Mechanism, Professional Associations and Unionism, Political rights of civil servants, Right to Strike.

Unit-IV

Administrative Ethics: Ethics in Civil Service, Ethics of Bhagvad Geeta and its Role in Administration, Neutrality, Anonymity and Commitment

Suggested Readings:

1. Finer: Theory and Practice of Modern Government (Chapters on Civil Service)
2. Gladden, EN: British Civil Service—Its Problems and Future.
3. Glen Stahl, O.: Public Personnel Administration.
4. Sinha, V.M.: Personnel Administration.
5. Mackenzie and Grove: Central Administration in Britain (Chapters on Personnel Administration).
6. Sinha, V.M.: Karmik Prashasan (Hindi)
7. Jain, C.M.: Sevivargiya Prashasan (Hindi)
8. Maheshwari, Shriram: Higher Civil Service in France
9. Geoffrey K. Fry: The Changing Civil Service
10. Surendra Kataria: Karmik Prashasan (in Hindi)
11. HMSO: Progress in the Next Steps Initiative
12. Sarkar Siuli, Public Administration in India

Comparative Public Administration

24MPA9104T

Unit-I

Comparative Public Administration: Meaning, Nature, Scope and Significance. Features of administration in developed and developing countries, Problems of Comparative Research and Comparative Studies

Unit-II

Ecology of Administration: Political, Social, Economic and Cultural environment.

Approaches and Methods to the study of Comparative Public Administration: Institutional, Behavioural, Structural-Functional, Ecological and System Approaches

Unit-III

Riggsian Model of Public Administration: Agraria- Industria Model, Fused-Prismatic-Diffracted model, Sala Model. Prismatic Societies Revisited.

Unit-IV

Salient features of the **administrative systems:** UK, USA, France and Japan.

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar(Rajasthan)

Parliamentary commissioner in UK. Whitleyism in UK. Independent Regulatory Commission in USA, National Public Safety Commission in Japan, ENA (Institut National du Service Public-INSP) and Conseil d' etat in France.

Suggested Readings:

1. Ferrel Heady: Public Administration: A Comparative Respective (Englewood Cliffs, N.J., Prentice Hall, 1966).
2. Sybil I. Stokes: Papers in Comparative Public Administration (AnnArbor : University of Michigan Press, 1962).
3. Nimrod Rapheels: Readings in Comparative Public Administration (Boston, Allyn Bacon, 1967).
4. Ramesh K. Arora: Comparative Public Administration: An Ecological Perspective (Associated Pub. House, New Delhi, 1979).
5. Keith Henderson: Comparative Public Administration: Theory and Relevance (New York Graduate School of Public Administration, New York University, 1967).
6. Prestone Le Breton: Comparative Administrative Theory (Seattle University, Washington Press, 1968).
7. Irving Swerdlow (Ed.): Towards the Comparative Study of Public Administration.
8. Siffin W.J.: Towards the Comparative Study of Public Administration, Indiana University Press, Bloomington, Indiana, 1959).
9. John Greenwood, Public Administration in Britain, Unwin Hymen, London, 1989.
10. Surendra Kataria : Tulnatmak Lok Prashasan

Constitution and Administration

24MPA9105T

Unit-I

Evolution of the Constitution of India with special reference to acts of 1909, 1919 and 1935, Constituent Assembly, Preamble, Constitutionalism, Salient features of the Constitution of India.

Unit-II

Fundamental Rights, Directive Principles of State Policy (DPSP), Fundamental Duties, Federalism, Constitutional basic Structure and Amendment, Centre-State Relations.

Unit-III

Legislature: Parliament- Lok Sabha and Rajya Sabha: their composition, functions, and powers, Parliamentary committee System.

State Legislatures: Vidhan Sabha and Vidhan Parishad- their composition, powers and functions.

Unit-IV

Judiciary: Supreme Court and High Courts- their organization, powers, functions and roles. Sub-ordinate courts. Judicial Review, Judicial activism and Public Interest Litigations (PIL),. **Constitutional Bodies:** Election Commission of India (ECI), Comptroller and Auditor General of India (CAG), Union Public Service Commission (UPSC).

Suggested Readings:

1. Mombwall, K.R. : Government and Politics in India, Ambala Cantt., Modern Publications, 1981.
2. Basu, D.D. : Constitutional Law of India, Bombay, Prentice Hall of India.
3. Dube, S.C. (ed.): Public Services and Social Responsibility, New Delhi, Vikas, 1979.
4. Fadia, B.L. : Indian Government and Politics, Agra, Sahitya Bhawan, 1992.

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar(Rajasthan)

5. Shiva Rao : The Framing of Indian Constitution, Bombay, N.M. Tripathi & Co., 1969.
6. Palmer-Norman, D. : Elections and Political Development, New Delhi, Vikas, 1976.
7. Arora and Goyal, Indian Public Administration, New age International, Delhi. 2014
8. Bidyut Chakrabarty and Mohit Bhattacharya (Ed.), The Governance Discourse : A Reader, Oxford, New Delhi, 2008.
9. B. Shiva Rao (Ed.), The Framing of Indian Constitution, Universal Publishing House, New Delhi, 2004.

Governance and Administration
24MPA9106T

Unit-I

Concept and Importance of State . Meaning , Types and Significance of Government. Democracy, Bureaucracy and Government.

Unit-II

Good Governance- Meaning, Concept, Components and Characteristics. Tools and Strategies of Good Governance. Initiatives taken by India for Good Governance.

Unit-III

Information and Communication Technology(ICT) and its impact on Public Administration. Digital and E. Governance. Impact of Globalization on the Governance of developing countries.

Unit-IV

Participatory Governance. Innovations and challenges in Participatory Governance. New Governance Paradigm: the emerging partnership / Engagement Initiatives.

Suggested Readings:

1. Arora and Goyal, Indian Public Administration, New age International , Delhi, 2014
2. Vayunandan Etakula, Good Governance Initiatives in India, PHI Learning, new delhi, 2003
3. Bidyut Chakrabarty and Mohit Bhattacharya (Ed.), The Governance Discourse : A Reader, Oxford, New Delhi, 2008.
4. Alka dhameja(Ed.), Contemporary debates in Public Administration, PHI Learning new Delhi, 2003
5. B.C. Smith, Good Governance and Development, Palgrave Macmillan, New York, 2007

Semester-II

Indian Administrative System-I
24MPA9201T

Unit-I

Evolution of Indian Administration-Ancient, Mughal period and British Influence on Indian Administration. Framework of Indian Administration and Constitutional System of India. Features of Indian Administration. (12h)

Unit-II

Political Executive at the Union level: President, Prime Minister and Council of Ministers. The Cabinet Secretariat and Central Secretariat- organization and functions. (12h)

Unit-III

Administrative Organization and functions of Ministry of Home, Defence and External Affairs. Board and Commissions: Railway Board and Finance Commission. (12h)

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

Unit-IV

Centre-State Relations- Legislative, Administrative, Financial and Planning. Accountability of Public Administration: Parliamentary Executive and Judicial control over Administration. (12h)

Suggested Readings:

1. Hoshiar Singh and Mohinder Singh: Public Administration in India: Theory & Practice. New Delhi, Sterling Pub., Reprint, 1990.
2. Hoshiar Singh and D.P. Singh: Indian Administration Current Issues and Problems, Jaipur, Aalekh Publishers, 1990.
3. Pilani, G.P. and Hoshiar Singh: Administration and Social Changes, Jaipur; Printwell Pub., 1985.
Avasthi, A.: Central Administrative, Tata McGraw Hill Pub.Co. Pvt. Ltd., New Delhi, 1988.
1. Jain, R.B.: Contemporary Issues in Indian Administration, Delhi; Vishal Pub., 1976.
2. Maheshwari, S.R.: Indian Administration, Delhi; Orient Longman, 1989.
3. Bhambri, C.P.: Public Administration in India, Delhi Vikas, 1973.
4. Sarkar Siuli, Public Administration in India.
5. Arora and Goyal, Indian Public Administration, New Age International, Delhi. 2014.
Lokendra Malik and Anjum Hasan, Selected Reflections on Indian law and Governance, Satyam law international, New Delhi, 2015.

E-pgpathashala modules:-www.inflibnet.ac.inwww.ignou.ac.in
www.sawayam.gov.in

State Administration in India
24MPA9203T

Unit-I

Structural evolution and reorganization of states, linguistic principles, position of states in India. Emergence of Rajasthan. Centre-State relationship. (12h)

Unit-II

The office of the Governor, Chief Minister and Council of Ministers. State Secretariat and its working. Cabinet Secretariat. Role of Chief Secretary. (12h)

Unit-III

Office of the Divisional Commissioner -Position Powers and Functions. District Administration: Role of Collector. District Development Administration, Board of Revenue. (12h)

Unit-IV

Secretariat- Directorate Relationship, State level planning machinery, District planning Committee. Role of RPSC, Training of Civil Servants, Rajasthan Administrative Tribunal.

Suggested Readings:

1. Mukherjee, Mohan (ed.): Administrative Innovations in Rajasthan.
2. Mukherjee, Mohan: Non Story of a Chief Secretary during Emergency etc.
3. Sharma, V.D.: Through To Systems.
Singh, Chandra Mauli *et al.*: Rajasthan me Rajya Prashasan (Hindi)

212
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

1. Meena, Sogani: The Chief Secretary of India.
2. Khandelwal, R.M.: State Level Plan Administration in India.
Batra, K. Satish: Legislative Control over Public Enterprises
Sharma, Ravindra: Rajya Prashasan (Hindi)

E-pgpathashala modules: -www.inflibnet.ac.inwww.ignou.ac.in
www.sawayam.gov.in

Development administration
24MPA9204T

Unit-I

Concept of Development, Development and its dimensions, problems and prospects of Development and approaches of Development. Role of Administration in the field of Development. Anti Development thesis. (12h)

Unit-II

Concept, Nature and scope of Development Administration. Features and significance of Development Administration. Objectives of Development Administration. Development Administration and Non-Development Administration Dichotomy. Ecology of Development Administration. Changing profile of Development Administration. (12h)

Unit-III

Concept, tools and Need of Administrative Development. Problems and sources of Administrative Development. Institutional and organizational arrangement for improving Administrative capability. (12h)

Unit-IV

Bureaucracy and Development, Strong State v/s Market debate. countries. Development Administration and administrative. NGO's and Development Administration. (12h)

Suggested Readings:

1. Verma, S.P. and Sharma, S.K. (ed.): Development Administration, New Delhi, JIPA.
2. Bhalerao, C.N. (ed.): Administration, Politics & Development in India. Bombay, Lai Pani Pub. House, 1972.
3. Braibhanti and Spengler, J.S.: Administration and Economic Development in India. Duke Univ. Press.
4. Sharma, S.K. (ed.): Dynamics of Development (two volumes). New Delhi, Concept Publishing House.
5. Joshi Preeta, Vikas Prashasan, RBSA, Jaipur.
6. Palekar S.A., Development Administration, PHI, New Delhi, 2012.
7. S.L. Goel, Development Administration: Potentialities and Prospects, Deep and Deep Publishing, New Delhi, 2009.
8. RK Sapru: Development Administration, Sterling Publishers
9. Fred, W. Riggs (ed.): Frontiers of Development Administration. Durham, NC Duke Univ. Press.
10. Joseph, La Palombara (ed.): Bureaucracy and Political Development. Princeton, NBJ Princeton Univ. Press 1963.
11. Cherry Oertzel, Maur Goldschmidt and Donald Rotchild: Government and Politics in Kenya, Nairobi, 1970.

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

12. Roy Macridis and Brown: Comparative Politics, 4th Ed., Honwood Dorsey Press, 1972.
E-pgpathashala modules:-www.inflibnet.ac.inwww.ignou.ac.in
www.sawayam.gov.in

Urban Governance
24MPA9205T

Unit-I

Evolution of urbanization in India. Importance and scope of urban administration. Master plans and challenges before urban bodies. Urban amenities and local requirements. (12h)

Unit-II

Municipal governance in India. Impact of 74th Constitutional Amendment Act, 1992. Metro cities and their problems. (12h)

Unit-III

Types of urban local bodies in India. Structure and functions of urban Local Bodies - Municipal Corporation, Municipal Councils and Municipalities. (12h)

Unit-IV

Committee System in municipal governance. Municipal Personnel: Recruitment and Training. Municipal Finance, Control over Urban Local Bodies. (12h)

Suggested Readings:

1. Agarwal, R.: Municipal Government in India.
2. Bhattacharya, M.: Management of Urban Government in India.
3. Bhattacharya, M.: Municipal Government—Problems and Prospects.
4. Mukhopadhyay, Ashok : Municipal Government and Urban Development.
5. Sharma Ashok, *Bharat mein isthaniya prashasan*, RBSA Publishers, Jaipur, 2013.
6. T.R. Raghunandan (Ed.), Decentralization and Local Government, Orient Blackswan, New Delhi, 2012.
7. Maheshwari S .R., *Bharat mein isthaniya prashasan*.
8. Nigam, S.R.: Local Self Government.
Maheshwari S.R. : Local Government in India
9. Martin Cross and David Mallen: Local Government System.
10. Munro: The Government of American Cities.
11. Chapman: An Introduction to French Local Government.
Herman Finer: English Local Government.

E-pgpathashala modules:-www.inflibnet.ac.inwww.ignou.ac.in
www.sawayam.gov.in

Office Management
24MPA9206T

Unit-I

Meaning, nature and importance of an office. Offices in administrative agencies. Basic requirements of an office. Relationship between Head quarter and field agencies. Administrative work distribution in India. Flag code of india (6h)

Unit-II

Provisions in Central Secretariat Office Procedure Manual, Secretariat manual, Govt. of Rajasthan. Noting, drafting, filingsystem and record and information management.

Unit-III

21-
Dy. Registrar
Pandit Deendayal Upadhyaya
Shekhawati University,
Sikar (Rajasthan)

Reception and hospitality, Receipt and dispatch, Meetings, transport and travel arrangements.
Communication and letters-official and demi -official , circulars, orders and notices.

Unit-IV

Establishment- Human resource management, Accounts , audit and finances, Bills and registers,
Procurement , inventory, stockand stores, sales, marketing and customer services.

Suggested Readings:

1. Central Secretariat Office Procedure Manual, Govt. of India
 2. Secretariat Manual , Govt. of Rajasthan.
 3. .Gibson, Pattie, Administrative Office Management, Complete Course, Cengage Learning, 2004
 4. .Balchandran, Office Management, Tata Mc Graw Hill, New Delhi, 2009.
 5. .Schulze, William J, Office Administration, Mc Graw Hill Co., New York, 1919.
- <https://cabsec.gov.in/> <https://gad.rajasthan.gov.in/>

21
D. Registrar
Indira Gandhi University,
Shri Ganganagar,
Sikar (Rajasthan)