



**Department of Political Science
(M.A Public Administration Programme)
UNIVERSITY OF KASHMIR**

PG in Public Administration under NEP-2020(2025 onwards)

Type of PG Program:1-Year/2-Year

Program Description:

The relevance of Public Administration has grown immensely since the inception of human civilization; its role has increased and changed from doer/provider to regulator of services in the present times. With the present and future perspective on demand-driven administrative processes insight, a two-year master's degree Program in Public Administration with a focus on Public Policy and Governance is being offered by the University of Kashmir.

The curriculum of this master's Program covers all contemporary and conventional areas of Public Administration, i.e., theories (traditional to contemporary), Indian administration, internal security, rural development, disaster management, social welfare & accountability, Economic & Financial administration, public enterprises, Non-profit administration etc. The course is supportive for students aspiring to chart out careers in globally competitive public and private sectors, career planning for various social science research institutes and civil services. Those who desire to pursue higher studies may join research Programs in areas/disciplines such as Public Administration, Local Self-government, Rural Development, Urban Governance & Management, Public Policy, Development Politics, Law & Governance, Sociology, Political Science, etc.

Program Learning Outcomes (PLO):

- **To understand the dynamic relationship between Public Administration and society**, emphasizing how administrative systems influence and are influenced by social structures, values, and public needs.
- **To explore the interdisciplinary nature of Public Administration** by integrating concepts and approaches from Political Science, Sociology, Economics, and Management, thereby broadening students' analytical perspectives.
- **To analyze the role of Public Administration in shaping and responding to societal change**, including issues of social justice, equity, governance, and sustainable development.
- **To cultivate critical thinking about public policies and administrative practices** by examining how societal challenges—such as poverty, education, health, and environmental sustainability—necessitate collaborative and cross-disciplinary approaches in public decision-making and implementation.
- To provide a foundational understanding of key concepts, theories, and thinkers in Public Administration, enabling students to critically engage with classical and contemporary administrative thought and their relevance in modern governance.



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- To develop analytical skills to examine public policy processes, from formulation to evaluation, with a focus on the role of administration in addressing societal needs through evidence-based and participatory governance.
- To examine the structure, evolution, and functioning of Indian Administration, with attention to constitutional, legal, and institutional frameworks, and their impact on federalism, development, and service delivery.
- To compare administrative systems and practices across countries, highlighting the significance of comparative public administration and urban governance in understanding global trends, best practices, and localized solutions to administrative challenges.
- To understand the principles and applications of Administrative Law, including the role of delegated legislation, administrative adjudication, and judicial control in ensuring accountability and protecting citizens' rights within the administrative process.
- To critically evaluate the challenges and innovations in urban governance, focusing on decentralization, participatory planning, smart cities, and sustainable urban development as essential components of contemporary public administration.

Course Outline for Masters in Public Administration as per (NEP)-2025

1st Semester						
Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCPA125	Public Administration: Concepts and Principles	4	Core	28	72	100
MPADCAT125	Administrative Thought -I	4	Core	28	72	100
MPADCCT125	Contemporary Political Theory	4	Core	28	72	100
MPADCPP125	Introduction to Public Policy	4	Core	28	72	100



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MPADDEG125	Ethics in Governance	4	DCE	28	72	100
MPADDUR125	Urban and Rural Governance	4	DCE	28	72	100
MPADDCA125	Citizen Centric Administration	4	DCE	28	72	100
MPADDCG125	Corporate Governance in India	4	DCE	28	72	100

2nd Semester

Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCAT225	Administrative Thought -II	4	Core	28	72	100
MPADCIP225	Indian Political System: Constitution and Institutions	4	Core	28	72	100
MPADCCD225	Comparative and Development Administration	4	Core	28	72	100
MPADCIA225	Indian Administration: Institutions and Processes	4	Core	28	72	100
MPADDDG225	Digital Governance	4	DCE	28	72	100
MPADDDM225	Disaster Management in India	4	DCE	28	72	100
MPADDMP225	Management of Public Enterprises	4	DCE	28	72	100



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MPADDOB225	Organizational Behavior	4	DCE	28	72	100
3rd Semester						
Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCRM325	Research Methodology	4	Core	28	72	100
MPADCFA325	Financial Administration in India	4	Core	28	72	100
MPADCPP325	Public Personnel Administration in India	4	Core	28	72	100
MPADCSL325	State and Local Administration	4	Core	28	72	100
MPADDAL325	Administrative Law	4	DCE	28	72	100
MPADDPA325	Public Policy Analysis	4	DCE	28	72	100
MPADDSW325	Social Welfare Administration	4	DCE	28	72	100
MPADDIA325	International Administration	4	DCE	28	72	100
4th Semester						
Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADSDI425	Dissertation/Internship	20	Skill		500	500



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MPADCRE425	Research Ethics	4	Core	28	72	100
MPADDSA425	Sustainability, Governance and Public Administration	4	DCE	28	72	100
MPADDGP425	Gender Perspectives in Public Administration	4	DCE	28	72	100
MPADDPE425	Political Economy of Development in India	4	DCE	28	72	100
MPADDMN425	Management of NGOs in India	4	DCE	28	72	100
MPADDOM425	Office Management	4	DCE	28	72	100

I. IA=Internal Assessment

II. EA=External Assessment



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1st Semester						
Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCPA125	Public Administration: Concepts and Principles	4	Core	28	72	100
MPADCAT125	Administrative Thought -I	4	Core	28	72	100
MPADCCT125	Contemporary Political Theory	4	Core	28	72	100
MPADCPP125	Introduction to Public Policy	4	Core	28	72	100
MPADDEG125	Ethics in Governance	4	DCE	28	72	100
MPADDUR125	Urban and Rural Governance	4	DCE	28	72	100
MPADDCA125	Citizen Centric Administration	4	DCE	28	72	100
MPADDCG125	Corporate Governance in India	4	DCE	28	72	100



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Course Title: PUBLIC ADMINISTRATION:CONCEPTS AND PRINCIPLES	
Course Code: MPADCPA125	Semester: I
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By:Dr. Khursheed Ahmad Bhat	
Course Objectives: i. The course aims with the evolution and importance of the discipline of Public Administration ii. To expose students with various Principles of Public Administration and their applicability. Iii .To introduce the students with various Emerging Trends of Public Administration.	

Unit I: Introduction

- Public Administration: Meaning and Nature
- Scope and Significance of Public Administration
- Evolution of Public Administration
- Public Administration and Private Administration: Differences & Similarities

Unit II: Working of Organizations

- Organization: Meaning; Bases; Types: Formal and Informal Organizations.
- Division of Labour, Hierarchy & Span of Control
- Unity of Command & Unity of Direction
- Centralization & Decentralization

Unit III: Principles of Public Administration

- Communication: Concept, Process and Barriers
- Supervision: Concept, Process and Barriers
- Coordination: Concept, Process and Barriers
- Leadership: Concept and Qualities of a Good Leader

Unit IV: Emerging Trends in Public Administration

- New Public Administration: Minnow brook –I, II & III
- New Public Management
- New Public Service
- New Public Governance



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Course Outcomes/Course Specific Outcomes:

- I.To have a broad understanding of the basic concepts of Public Administration
- II.To analyse different Principles of Public Administration.
- III.To develop an understanding of changing Trends and Emerging Challenges of the Discipline

Suggested Readings

1. Arora, R. K. (1995). Indian Public Administration: Institutions and Issues (2nd rev. ed.). Wishwa Prakashan.
2. Arora, R. K. (Ed.). (1979). Perspectives in Administrative Theory. New Delhi: Associated.
3. Avasthi, A., & Avasthi, S. (2024). Public Administration in India (Textbook ed.). LNA Books.
4. Bhambri, C. P. (2010). Public Administration Theory and Practice (21st ed.). Meerut: Educational Publishers.
5. Bhattacharya, M. (2000). Public Administration. Calcutta: World Press.
6. Bhattacharya, Mohit (2016). New Horizons of Public Administration. New Delhi: Jawahar Publishers.
7. Chakrabarty, B., & Kan, P. C. (2024). Public Administration in India. Routledge.
8. Denhardt, Robert B. & Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review. 60(6): 549-559
9. Dhameja, A., & Mishra, S. (2014). Public Administration: Approaches and Applications. Pearson Education India.
10. Drucker, P. F. (1999). Management: Tasks, Responsibilities, Practices. Bombay: Allied Publishers.
11. Dubhashi, P. R. (1985). Essays in Public Administration. Allied Publishers.
12. Etzioni, A. (1995). Modern Organizations. New Delhi: Prentice Hall.
13. Fadia, B. L. (2009). Indian Administration. Sahitya Bhawan Publications.
14. Henry, N. (2012). Public Administration and Public Affairs (12th ed.). New Jersey: Prentice Hall
15. Holzer, M., & Schweser, R. W. (2022). Public Administration: An Introduction (4th ed.). Routledge.
16. Hughes, O. E. (1998). Public Management and Administration: An Introduction. Macmillan.
17. Maheshwari, S. R. (2006). Public Administration in India (2nd ed.). Oxford University Press.
18. Shafritz, J. M., Russell, E. W., Borick, C. P., & Hyde, A. C. (2022). Introducing Public Administration (10th ed.). Routledge.
19. Shukla, H. (2024). Public Administration. Mahaveer Publications.
20. Stillman, R. J. II. (1988). Public Administration: Concepts & Cases. Houghton Mifflin.
21. Tummala, K. K. (1994). Public Administration in India. Times Academic Press.
22. Waldo, D. (1948). The Administrative State. The Ronald Press Company.



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23. Wilson, W. (1887). The study of administration. *Political Science Quarterly*, 2(2), 197–222.
24. Wilson, W. (1912). Woodrow Wilson on government in relation to business. New York City
25. Wilson, W. (1969). Notes for lectures at Johns Hopkins (First Year Course). In A. Link (Ed.), *Papers of Woodrow Wilson: Volume 7, 1890–1892* (pp. 51–100). Princeton University Press.
26. Wilson, W. (1969). Notes for lectures on administration. In A. Link (Ed.), *Papers of Woodrow Wilson: Volume 6, 1888–1890* (pp. 1–50). Princeton University Press.

Course Title: ADMINISTRATIVE THOUGHT-I



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Course Code: MPADCAT125	Semester: I
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. The course examines key thinkers from the classical, human relations, and contemporary traditions to understand their unique contributions to administrative thought. ii. It aims to trace the development of public administration as a discipline through the perspectives and works of these influential scholars. iii. Incorporate Indian and Western Perspectives: Kautilya, the sole Indian thinker included, is studied for his Arthashastra, the longest known treatise on public administration, alongside Western thinkers from European and American schools.	

Unit I: Introduction

- Kautilya: Statecraft and Governance
- Woodrow Wilson: Public- Administration Dichotomy

Unit II: Classical School

- F. W Taylor: Scientific Management
- Henry Fayol: Principles of Management
- Luther Gullick and Lyndall Urwick- Science of Administration
- Max Weber: Models of Bureaucracy

Unit III: Neo- Classical School

- Elton Mayo: Human relation theory
- M. P Follet: Constructive Conflict and Leadership
- Chester Bernard: Contribution Satisfaction Equilibrium

Unit IV: Behavioral School

- Herbert Simon: Theory of Decision Making
- Fred Riggs: Prismatic – Sala- Model
- Dwight Waldo: The Administrative State



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Course Outcomes/Course Specific Outcomes:

I. Students will gain knowledge of the foundational theories and contributions of major administrative thinkers from classical, human relations, and contemporary traditions.

II. Students will be able to critically assess how each thinker's work has influenced the evolution of public administration as an academic discipline and practical field.

III. Students will develop an appreciation for both Indian and Western perspectives in administrative thought, with special insight into Kautilya's *Arthashastra* and its relevance to modern governance.

Suggested Readings

1. Ali, Shum Shun Nisa. Eminent Administrative Thinkers. New Delhi: Associated Publishing House, 1998.
2. Goel, S.L. Administrative and Management Thinkers: Relevance in New Millennium. New Delhi: Deep & Deep, 2008.
3. Kumar, Umesh. Kautilya's Thought on Public Administration. Delhi: NBO, 1990.
4. Mahashwari, M. Administrative Thinkers. New Delhi: Macmillan, 2009.
5. Mehta, V.R. Foundations of Indian Political Thought. Delhi: Manohar, 1999.
6. Pinto, Marina R. Management Thinkers. Mumbai: Allied Publishers, 1989.
7. Pollard Harold R. Further Developments in Management Thought. London: Heinemann, 1978.
8. Prasad, Ravindra D., V.S. Prasad, P. Satyanarayana & Y. Pardhasaradhi (eds.). Administrative Thinkers. New Delhi: Sterling, 2010.
9. Pugh, D.S. & D.J. Hickson. Writers on Organizations. Penguin, 2007.
10. Sapru, R.K. Administrative Theories and Management Thought. New Delhi: PHI, 2013.
11. Sharma, Manoj. Administrative Thinkers. New Delhi: Anmol Publication, 2004.

Course Title: CONTEMPORARY POLITICAL THEORY



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Course Code: MPADCCT125	Semester: I
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. To explain the basic concepts and theories of contemporary political relevance. ii. To discuss the political ideas of major thinkers and important debates within liberal democracy and its critics iii. To study major alternative political theories such as, Marxism, feminism and green political theory.	

Unit I: Approaches and Concepts

- Approaches to Political Theory: Normative & Scientific
- Liberty
- Equality and Justice

Unit II: Theories-I

- Liberalism
- Marxism
- Feminism

Unit III: Theories-II

- Communitarianism
- Multiculturalism
- Postmodernism

Unit IV: Theories-III

- Nationalism
- Globalism
- Environmentalism



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Course Specific Outcomes:

- I. The students get firsthand information about different political and economic ideologies.
- II. To enable the students to assess the contemporary trends of political theory.
- III. To reconcile theory and practice in relation to democracy and governance.

Suggested Readings:

1. Bellamy, R. (1993). Theories and concepts of politics: An introduction. Manchester University Press.
2. Bhargava, R., & Acharya, A. (Eds.). (2008). Political theory: An introduction. Pearson.
3. Dryzek, J. S., et al. (Eds.). (2008). The Oxford handbook of political theory. Oxford University Press.
4. Farrelly, C. (2004). Introduction to contemporary political theory. Sage Publications.
5. Gaus, G. F., & Yukatas, C. (2004). A handbook of political theory. Sage.
6. Goodin, R. E., Pettit, P., & Pogge, T. (2007). A companion to contemporary political philosophy. Blackwell Publishing.
7. Heywood, A. (2000). Key concepts in politics. Macmillan Education.
8. Heywood, A. (2017). Political ideologies: An introduction (6th ed.). Palgrave.
9. Heywood, A. (2015). Political theory: An introduction (4th ed.). Palgrave.
10. Kymlicka, W. (2002). Contemporary political philosophy: An introduction (2nd ed.). Oxford University Press.
11. Rawls, J. (1999). A theory of justice (Revised ed., Chapters 1–3). Harvard University Press.



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Course Title: INTRODUCTION TO PUBLIC POLICY	
Course Code: MPADCPP125	Semester: I
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. To Understand the scope and significance of Public Policy Formulation. ii. To familiarize the students towards the role of various agencies in Policy Formulation iii. To introduce the problems in Policy Formulation and Policy Implementation.	

Unit I: Public Policy Introduction

- Meaning and Scope of Public Policy
- Nature and Significance of Public Policy.
- Evolution of Public Policy and Policy Sciences.
- Public Policy and Public Administration

Unit II: Public Policy Formulation

- Structure and Process
- Role of Various Agencies-Niti Aayog, PMO and Cabinet Secretariat
- Inter-Governmental Relations in Policy Formulation
- Constraints in Public Policy Formulation

Unit III: Policy Implementation

- Approaches to Policy Implementations-Top Down and Bottom Up Approaches
- Role of Various Agencies-Legislative and Judicial bodies.
- Role of Civil Society in Policy Implementation.
- Issues in Policy Implementation

Unit IV: Policy Evaluation

- Understanding Policy Evaluation
- Criteria for Policy Evaluation
- Evaluating Agencies
- Problems in Policy Evaluation.



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Course Outcomes/Course Specific Outcomes:

- I. To make students familiar with the fundamentals of Public Policy Formulation.
- II. To Examine and Evaluate the various Approaches to Public Policy
- III. To Analyse the Role Played by Institutions (Formal and Informal) in Policy making and Implementation.

Suggested Readings

1. Anderson, J. E. (1975). Public policy making. Prager.
2. Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press.
3. Bertsch, G. K., Clark, R. P., & Wood, D. M. (1986). Comparing political systems: Power and policy in three worlds. Macmillan.
4. Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk; M.E. Sharpe
5. Brewer, Gary D., and Peter de Leon (1983), The Foundations of Policy Analysis, Homewood, IL.: The Dorsey Press.
6. D. and H.D. Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
7. Dahl, Robert and Charles Lindblom, (1976), Politics, Economics and Welfare, New York, Harper. Dror. Y, (1989), Public Policy making Re-examined, 2nd ed., San Francisco, Chandler.
8. Dror, Y. (1968). Public policy making re-examined. Chancellor Press.
9. Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
10. Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
11. Howlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
12. Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press.
13. Jones, C.O., (1970), An Introduction to the Study of Public Policy, Belmont, Prentice -Hall. Lerner,
14. Kistaiah, M. Public policy and administration.
15. Lindblom, C. E. The policy-making process.
16. Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey., Prentice - Hall.
17. Madan, K. D., et al. Public policy making in government. Publication Division, Ministry of Information and Broadcasting.
18. McCool, Daniel C. (ed.), (1995), Public Policy Theories, Models, and Concepts: An Anthology, NJ:



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Prentice-Hall.

19. Moran Mitchel and Robert Goodin, (2006), The Oxford Handbook of Public Policy, Oxford University Press, New York.
20. Nachmias, David, (1979), Public Policy Evaluation: Approaches and Methods, New York: St. Martin's Press.
21. Sahani, P. (1987). Public policy: Conceptual dimensions. Kitab Mahal.
22. Saigal, K. (1983). Public policy making in India: An approach to optimisation. Vikas Publishing.
23. Sapru, R. K. (2000). Public policy: Formulation, implementation and evaluation. Sterling Publishers.



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Course Title: ETHICS IN GOVERNANCE	
Course Code: MPADDEG125	Semester: I
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. This Course looks at the question and dimensions of ethics in governance and Public Administration. ii. It debates the role of ethics, its importance in governance as well as ethical dilemmas in the changing dynamics. iii. It aims to discuss the constitutional Foundations of Ethical values along with the role of Educational Institutions.	

Unit I: Ethics and Human Interface

- Essence of Ethics in Public Administration
- Determinants of Ethics
- Dimensions of Ethics
- Role of family and Educational in inculcating values

Unit II: Foundational Values of Ethics

- Integrity and Impartiality
- Non-partisanship and Objectivity
- Empathy and Tolerance
- Role of foundational values in Protecting Weaker sections of the Society

Unit III: Emotional Intelligence

- Concept of Emotional Intelligence
- Utilities of Emotional Intelligence
- Emotion a Skill in modern Administration
- Challenges of Emotional Intelligence

Unit IV: Probity in Governance

- Concept of Public Service
- Philosophical bases of Governance and Probity
- Information Sharing and Transparency in Governance
- Code of Ethics



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Course Outcomes/Course Specific Outcomes:

- I.To have a broad Understanding of the Role and Relationship of Ethics with Public Administration.
- II.To analyse the Institutional Mechanisms put in place by the Government to enforce Ethics.
- III. To Understand the Ethical Foundations in Governance.

Suggested Readings

1. Arora, R. K. (2008). Ethics in Governance: Innovations Issues and Instrumentalities. Jaipur: Rawat.
- 2.Arora, Ramesh K. (Ed.) (2014) Ethics, Integrity and Values in Public Service. New Delhi: New Age International
- 3.Bhattacharya, Mohit. (2007). LokPrashasan Ke Naye Ayaam. New Delhi: Jawahar Publishers and Distributors.
- 4.Fox, W. (2009). A Theory of General Ethics – Human Relationships, Nature and The Built Environment. New Delhi: PHI Learning
- 5.Gandhi, Mahatma (2009). Hind Swaraj. Delhi: Rajpal& Sons
- 6.Ghere, R. K. & Frederickson, H. G.(Eds.). (2007). Ethics in Public Management. New Delhi: PHI Learning.
- 7.Lillie, William (1948). Introduction to Ethics. Methuen: London
- 8.Rangarajan, L.N. (ed.) (1987). The Arthashastra. New Delhi: Penguin Books
- 9.Sawshilya, A. (2012). Ethics and Governance. New Delhi: Pearson Education.
- 10.Second Administrative Reforms Commission. (2007). Ethics in Governance. New Delhi: GOI
- 11.Sheeran, P. J. (2006). Ethics in Public Administration – A Philosophical Approach. Jaipur: Rawat.



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Course Title: URBAN AND RURAL GOVERNANCE	
Course Code: MPADDUR125	Semester: I
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. Acquiring the theoretical knowledge and understanding of the evolution and growth of Urban local governance with special reference to Municipal Corporations and Committees ii. To develop expertise in planning and management of rural development programmes with focus on participatory development. iii. Students can join Rural Development Organizations / Institutions as Social Worker, Community Mobilizer.	

Unit I: Meaning, Scope and Origin of Urban Governance

- Urban Local Governance: Meaning, Scope and Significance.
- Evolution of Urban Local Governance in India
- Urbanization: Meaning, Trends, Problems and their remedies.
- Urbanization in India.

Unit II: Urban Governance Structures

- Structure, Function and Role of Urban Local Bodies: Municipal Corporation; Municipal Council/Committee; Nagar Panchayat
- Special Purpose Agency
- Cantonment Boards
- Port Trust

Unit III: Rural Governance Welfare Programmes

- Pradhan Mantri Gram Sadak Yojana.
- National Food Security Act, 2013.
- Pradhan Mantri Awaas Yojana- Gramin (PMAY-G)
- Mahatma Gandhi-National Rural Employment Guarantee Act

Unit IV: Challenges in Rural Governance

- Rural Poverty: Concepts, Indicators and its Measurement, Causes of Poverty, Present Scenario
- Unemployment: Types, Characteristics and cost of Unemployment, Concern and issues.
- Rural Problem and Barriers to rural development programmes.
- Regional Imbalances in rural development & emerging challenges.



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Course Outcomes/Course Specific Outcomes:

- I. To attain inclusive growth and reduce regional imbalances and income inequalities.
- II. Inculcate critical thinking to carry out scientific investigation objectively without being biased with preconceived notions.
- III. Students can get benefit through different Programmes in rural areas supported by State Government Departments

Suggested Readings

1. Bahiwal, S. S. (n.d.). Municipal administration. Deep and Deep Publications Pvt. Ltd.
2. Desai, A. (2009). Rural sociology in India. Popular Prakshan Pvt. Ltd.
3. Goel, S. L. (2003). Urban administration in India. Deep and Deep Publications Pvt. Ltd.
4. Goodwin, M. (2011). Rural governance: International perspectives.
5. Hodge, I. (2016). The governance of the countryside: Property, planning, and policy.
6. Maheshwari, S. R. (1975). Rural development in India. Sage Publications.
7. Nanda, D. D. (2011). Municipal administration in India. Ganga Kavri Publishing House. (Latest edition).
8. Sachdeva, P. (2002). Urban local government in India. Kitab Mahal.
9. Sahay, B. K. (1991). State supervision over municipal administration. Classical Publishing House.
10. Shankar, S., & Roy, A. N. (2019). Decentralized governance in India: Poverty, development, and leadership.
11. Sharma, M. (2004). Local government: Rural and urban. Anmol Publication Pvt. Ltd.
12. Stoker, G. (1998). Governance as theory: Five propositions.
13. Sundar, N. (2011). Panchayati raj reforms and rural governance.
14. Woods, M. (2005). Rural geography: Processes, responses, and experiences in rural restructuring



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Course Title: CITIZEN-CENTRIC ADMINISTRATION	
Course Code: MPADDCA125	Semester: I
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. This course aims to equip learners with the knowledge and skills to understand and implement governance that prioritizes citizen needs and engagement. ii. The primary objectives include fostering a culture of service, enhancing public participation, improving service delivery, and ensuring accountability. iii. The paper will also cover various cases of citizen Engagement Initiatives.	

Unit I: Introduction to Citizen Centric Administration

- Concept of Citizen Centric Administration
- Evolution of Citizen Centric Administration.
- Features and Significance of Citizen Administration
- Rights and Obligations of Citizens: Civic Culture Service providing and Developmental functions of the Government.

Unit II: Measures of Promoting Citizen Centric Administration

- Citizen Charter - Evolution, Features and Applications
- Social Audit - Evolution, Features and Applications
- Citizens' Participation in Administration: Concept, Significance and Limitations
- Citizen Engagement initiatives of GoI (My-Gov) and Citizen Report Card, Bengaluru

Unit III: Rights Based Administration

- Right to Information Act, 2005
- Lok Pal and Lok Ayukta in India
- Grievance – Meaning and Importance
- Agencies for Redressal of Grievances at Centre Level and state levels in India.

Unit IV: Consumer Protection

- Consumer Protection: Concept and Rationale
- Consumer Protection Act, 1986
- Working of Consumer Courts in Jammu and Kashmir
- J&K Public Service Guarantee Act 2011



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Course Outcomes/Course Specific Outcomes:

- I. Learners will be familiar with the participatory and rights-based approaches.
- II. Knowledge about various cases of citizen engagement initiatives.
- III. Establish links between theory and practice and develop the critical skills

Suggested Readings

1. Biswal, T. (2016). Governance and citizenship. Rawat Publications.
2. Bynoe, I. (1996). Beyond the citizens' charters: New directions for social rights. Institute of Public Policy Research.
3. Chaudhary, R. N. P. (2010). Consumer protection law: Provisions and procedure. Deep & Deep Publications.
4. Dhal, S. (2021). E-governance and citizen engagement: New directions in public administration. Sage Publications.
5. European Commission. (2007). EU: A handbook for citizen-centric e-Government. ECOTEC Research & Consulting.
6. Government of India, Second Administrative Reforms Commission. (2009). Citizen centric administration: The heart of governance (Twelfth Report). Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances.
7. Gravel, M. (2008). Citizen power: A mandate for change. Author House.
8. Gupta, D. (2017). From 'people' to 'citizen': Democracy's must-take road. Social Science Press.
9. Nanz, P., & Leggewie, C. (2019). No representation without consultation: A citizen's guide to participatory democracy. Between The Lines.
10. Public Affairs Centre. (2007). India's citizens' charters: A decade of experience. Public Affairs Centre.
11. Singh, S. (Ed.). (2016). Governance: Issues and challenges. Sage Publications.

Course Title: CORPORATE GOVERNANCE IN INDIA



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Course Code: MPADDCG125	Semester: I
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. To analyse different models of corporate governance. ii. To analyse the features of corporate governance in India. iii. To identify and conduct research on emerging trends in corporate governance.	

Unit I: Corporate Governance

- Corporate governance – meaning and importance.
- Principles of Corporate governance
- Theories of Corporate Governance: Stakeholders Theory; Agency Theory; Sociological Theory
- Corporate governance in India

Unit II: Levels of Governance Structure

- CEO: Appointment, Functions & Role
- Board of Directors; Structure and Functions.
- Corporate Management Committee.
- Divisional Management Committee.

Unit III: Corporate Social Responsibility

- Corporate Social Responsibility – definition and nature.
- Corporate Social Responsibility –Levels and approaches.
- CSR activities of Oil and Natural Gas Corporation Limited (ONGC) on Quality Education.
- Issues and Challenges in Corporate Social Responsibility (CSR)

Unit IV: Business Ethics

- Business Models & Ethical Dilemma
- Business ethics – meaning, significance and scope
- Ethical vs unethical factors in business dimension.



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- Business ethics in India; Practices and Challenges.

Course Outcomes/Course Specific Outcomes:

- I. Understanding the basic concepts such as corporate governance and business ethics.
- II. Knowledge of different types of Corporate Social Responsibility in India.
- III. Necessary competence to understand levels of corporate governance.

Suggested Readings

1. Bansal, C. L. (2005). Corporate governance: Law, practice & procedures with case studies. Taxman Allied Services Pvt. Ltd.
2. Bhatia, S. K. (2004). Business ethics and corporate governance. Deep and Deep Publication Pvt. Ltd.
3. Dewan, S. M. (2006). Corporate governance in public sector enterprises. Dorling Kindersley India Pvt. Ltd.
4. Fernando, A. C. (2009). Corporate governance: Principles, policies & practices (3rd ed.). Dorling Kindersley Pvt. Ltd.
5. Gopalsamy, N. (1998). Corporate governance: The new paradigm. Wheeler Publishing.
6. Hazarika, A. (1999). Corporate governance: Balancing value creation & obligation in the oil industry. Tata McGraw Hill Publishing Company Ltd.
7. Kumar, S. (2002). Corporate governance: A question of ethics. Galgotia Publishing Company.
8. Mathur, U. C. (2005). Corporate governance and business ethics. Macmillan India Ltd.
9. Millin, C. A. (2007). Corporate governance. Oxford University Press.
10. Prasad, D. (2006). Corporate governance. Prentice Hall of India Pvt. Ltd.



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Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCAT225	Administrative Thought -II	4	Core	28	72	100
MPADCIP225	Indian Political System: Constitution and Institutions	4	Core	28	72	100
MPADCCD225	Comparative and Development Administration	4	Core	28	72	100
MPADCIA225	Indian Administration: Institutions and Processes	4	Core	28	72	100
MPADDDG225	Digital Governance	4	DCE	28	72	100
MPADDDM225	Disaster Management in India	4	DCE	28	72	100
MPADDMP225	Management of Public Enterprises	4	DCE	28	72	100
MPADDOB225	Organizational Behavior	4	DCE	28	72	100



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Course Title: ADMINISTRATIVE THOUGHT-II	
Course Code: MPADCAT225	Semester: II
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. This is the second course in a two-part series focusing on influential 20th-century administrative thinkers who have enriched administrative theory and practice. ii. The course is divided into four units—featuring thinkers from the Neo-Human Relations School, the Management and Policy Science School, and modern paradigms including Public Choice, New Public Management, and New Public Service. iii.: Special emphasis is placed on understanding the unique contributions of each of the nine thinkers covered, highlighting their impact on the evolution of administrative thought.	

Unit I: Neo- Human Relations

- Abraham Maslow: Need Hierarchy theory
- Victor Vroom: Expectancy Theory of Motivation
- Frederick Herzberg: Hygiene and Motivation Factors

Unit II: Neo- Human Relations- II

- Douglas McGregor: Theory X
- Douglas McGregor: Theory Y
- William Ouchi: Theory Z

Unit III: Modern Organizations

- Chris Argyris: Integrating the Individual and the Organization
- Rensis Likert: System Management
- Warren Bennis- Changing Organization

Unit IV: Public Choice Approach and New Public Management

- Vincent Ostrom: Public Choice Approach
- David Osborne and Ted Gaebler: Concept of Entrepreneurial Government
- Peter Drucker: MBO



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Course Outcomes/Course Specific Outcomes:

- I. Students will be able to identify and explain the core ideas of prominent 20th-century administrative thinkers across three major schools/paradigms.
- II. Students will develop the ability to compare different schools of administrative thought—Neo-Human Relations, Management and Policy Science, and contemporary paradigms such as Public Choice, NPM, and NPS.
- III. Students will critically evaluate the unique contributions of each thinker and assess their relevance to the development and practice of modern public administration.

Suggested Readings

1. Ali, Shum Shun Nisa. Eminent Administrative Thinkers. New Delhi: Associated Publishing House, 1998.
2. Denhardt, Janet and Robert Denhardt. The New Public Service: Serving, Not Steering. Steering Routledge, 2015.
3. Dror, Yehezkel. Public Policy Making Re-examined. Transaction Publishers, 1983.
4. Drucker, Peter F. The Practice of Management. Harper Business, 2010.
5. George, Claude S. The History of Management Thought. New York: Prentice Hall, 1968.
6. Goel, S.L. Administrative and Management Thinkers: Relevance in New Millennium, New Delhi: Deep & Deep, 2008.
7. Osborne, David and Ted Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector, Plume 1993
8. Ostrom, Vincent. The Intellectual Crisis in American Public Administration. University of Alabama Press, 2008
9. Ouchi, William G. Theory Z: How American Business Can Meet the Japanese Challenge. Avon, 1981.
10. Pinto, Marina R. Management Thinkers, Mumbai: Allied Publishers, 1989.
11. Pollard, Harold R., Further Developments in Management Thought. London, Heinemann, 1978.
12. Prasad, Ravindra D., V.S. Prasad, P. Satyanarayana & Y. Pardhasaradhi (eds.). Administrative Thinkers. New Delhi: Sterling, 2010.
13. Pugh, D.S. & D.J. Hickson. Writers on Organizations. Penguin, 2007.
14. Sapru, R.K. Administrative Theories and Management Thought. New Delhi: PHI, 2013.
15. Sharma, Manoj. Administrative Thinkers, New Delhi: Anmol Publication. 2004.
16. Likert, R. (1967). The human organization: Its management and value. McGraw-Hill.
17. Argyris, C. (1957). Personality and organization: The conflict between system and the individual. Harper & Row.
18. Maslow, A. H. (1954). Motivation and personality. Harper & Brothers.



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19. McGregor, D. (1960). The human side of enterprise. McGraw-Hill.
20. Wren, D. A., & Bedeian, A. G. (2009). The evolution of management thought (6th ed.). Wiley.

Course Title: INDIAN POLITICAL SYSTEM: CONSTITUTION AND
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INSTITUTIONS	
Course Code: MPADCIP225	Semester: II
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. The course uses a political lens to examine how constitutional democracy has evolved in India over time. ii. It adopts a historical-institutional approach to explore key ideas that have influenced India's political development. iii. It analyses the mutual relationship between major public institutions and political changes, showing how each has shaped and been shaped by the other.	

Unit I: Fundamentals of the Indian Constitution

- Nature of Indian Constitution: Assessment of the Constituent Assembly
- Fundamental Rights and Directive Principles: Relations between Fundamental Rights and Directive Principles.
- Features of the parliamentary system

Unit II: Institutional Framework - I

- Executive: Prime Minister & President
- Legislative: Norms of Representation
- Judiciary: Judicial Review

Unit III: Institutional Framework - II

- Strong Centre Framework- Centre –State Relations
- Local Self Government Institutions
- Bureaucracy

Unit IV: Public Engagement and Institutional Framework – III

- Nature and Challenges of Indian Secularism: Secularism and its critics.
- Citizen Participation
- Defense Forces



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Course Outcomes/Course Specific Outcomes:

- 1.The students will be able to examine the evolution of constitutional democracy in India through a political lens, identifying key events, actors, and ideas that have shaped its development over time.
- 2.The students will be able to apply a historical-institutional approach to understand how enduring structures and ideologies have influenced India's political trajectory and institutional design.
- 3.This course will help in Analyze the dynamic relationship between public institutions and political change, evaluating how they have mutually shaped and responded to shifts in India's democratic landscape.

Suggested Readings

- Bhatia, G. (2019). The transformative constitution: A radical biography in nine acts. HarperCollins.
- Chandoke, N. (2019). Rethinking pluralism, secularism, and tolerance. Sage.
- Chandrachud, A. (2014). The informal constitution: Unwritten criteria in selecting judges for the Supreme Court of India. Oxford University Press.
- De, R. (2018). A people's constitution: The everyday life of law in the Indian Republic. Oxford University Press.
- Jayal, N. G. (Ed.). (2011). The Oxford companion to politics in India. Oxford University Press.
- Kapur, D., Mehta, P. B., & Vaishnav, M. (Eds.). (2017). Rethinking public institutions in India. Oxford University Press.
- Khosla, M. (2012). The Indian Constitution. Oxford University Press.
- Khosla, M., Mehta, P. B., & Bhanu, P. (Eds.). (2016). The Oxford handbook of the Indian Constitution. Oxford University Press.
- Kohli, A., Jalal, A., & Rudolph, L. I. (Eds.). (2018). Routledge handbook of Indian politics. Routledge.
- Wilkinson, S. I. (2017). Army and the nation. Permanent Black.

Course Title: COMPARATIVE AND DEVELOPMENT ADMINISTRATION



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Course Code: MPADCCD225	Semester: II
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. To aware students about the Concept, Practice and Significance of Comparative and Development Administration. ii. To let the students exposed to the administrative systems functioning in various Countries of the world. iii. To understand the Organization of Administration across countries through the Comparative Method.	

UNIT I: Introduction

- a) Meaning and Scope of Comparative Public Administration.
- b) Evolution of Comparative Public Administration
- c) Significance of Comparative Public Administration.
- d) TPA and CPA: Similarities and Difference

UNIT II: Approaches to Comparative Public Administration

- a) Bureaucratic Approach
- b) General Systems Approach
- c) Ecological Approach
- d) Structural-Functional Approach

UNIT III: Comparative Administrative Systems

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

UNIT IV: Development Administration

- a) Meaning and Scope of Development Administration
- b) Evolution and Growth of Development Administration
- c) Characteristics of Development Administration
- d) Emergence of Non-State Actors in Development Administration



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Course Outcomes/Course Specific Outcomes:

- I. To Analyse and Compare different Governance Structures/Administrative systems and their Evolution and Development.
- II. Explore Contemporary issues and Challenges faced by Administrative Systems Globally such as Digital Governance, Sustainability and Crisis Management.
- III. To Evaluate the Role of Institutions, Bureaucracy and Public Policies in different administrative settings in the process of development.

Suggested Readings

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



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Course Title: INDIAN ADMINISTRATION: INSTITUTIONS AND PROCESSES	
Course Code: MPADCIA225	Semester: II
Course Type: Core	Credits: 4



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Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf

Course Objectives:

- i. To understand the evolution and foundational principles of Indian Administration by exploring its historical roots, constitutional framework, and administrative continuity and change.
- ii. To examine the organizational structure and functions of central, state, and district-level administration, along with the role and transformation of civil services and public sector undertakings.
- iii. To analyze the mechanisms of administrative accountability and reform, including legislative, executive, and judicial controls, and the role of central and state agencies in law and order.

Unit I: Constitutional and Central Administration

- Evolution of Indian Administration: Pre-Independence era
- Features of Indian Constitution
- Administration at the Central level: Structure and Powers.

Unit II: The State, District and Civil Service

- State Administration: Structure and Functions.
- District Collector and Emerging Role.
- Central Civil Services-Structure, Recruitment and Training

Unit III: Control, Law and Order.

- Role of Central and State Agencies in Maintenance of Law and Order.
- Legislative Controls over Administration,
- Executive and Judicial. Controls over Administration

Unit IV: Reforms and Continuity

- Indian Administration: Continuity and Change
- Public Sector Undertakings in India — Changing role.
- Administrative Reforms—Emerging Paradigm.



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Course Outcomes/Course Specific Outcomes:

- i: Critically assess the evolution of Indian administration from the pre-independence period to the present, recognizing the influence of constitutional features on administrative development.
- ii: Explain the roles and responsibilities of various administrative units at central, state, and district levels, including civil services and public enterprises, with a focus on their structural dynamics and contemporary challenges.
- iii: Evaluate the systems of control and reform in public administration, including legal frameworks and institutional mechanisms aimed at enhancing efficiency, accountability, and rule of law in governance.

Suggested Readings

- Arora, Ramesh K. (ed.). Public Administration in India: Tradition, Trends and Transformation. New Delhi: Paragon, 2006.
- Arora, Ramesh K. and R. Goyal. Indian Administration: Institutions and Issues. New Delhi: New Age, 2016.
- Bakshi, P.M. The Constitution of India, Delhi. Universal Law Publishing Co., 2018.
- Barthwal, C.P. Indian Administration Since Independence. Lucknow: Bharat Publishers, 2003.
- Basu, Rumki. Indian Administration: Structure, Performance and Reform. New Delhi: Adroit Publishers, 2019.
- Chakravarty, Bidyut and Prakash Chand. Indian Administration: Evolution and Practice. New Delhi: Sage, 2016.
- Das, S.K. The Civil Services in India. New Delhi: OUP, 2013.
- Gupta, Bhuvanesh. State Administration in India. RBSA Publishers, 2012.
- Maheswari, S.R. Indian Administration. New Delhi: Orient Black Swan, Sixth Edition, 2001.
- Sapru, Radhakrishnan. Indian Administration: A Foundation of Governance, New Delhi: Sage: 2018.

Course Title: DIGITAL GOVERNANCE



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Course Code: MPADDDG225	Semester: II
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. To introduce the concept, scope, and importance of digital governance in Contemporary Public Administration. ii. To examine the tools, platforms, and strategies used in the implementation of digital governance. iii. To analyze the impact of digital technologies on governance, service delivery, and citizen engagement.	

Unit I: Introduction to Digital Governance

- Meaning and Scope of e-Governance
- Significance of Digital Governance.
- Historical Evolution of Digital Governance
- Pillars of e-governance

Unit II: Digital Governance in India- Policies and Initiatives

- National E-Governance Plan (NeGP)
- Digital India Programme
- Key Digital Governance Initiatives (Aadhaar, UMANG and MyGov)
- Models of e-Governance

Unit III: Implementation and Challenges

- Digital Divide Issues
- Issues and Challenges in Digital Governance
- Case Studies of Digital Governance Success and Failures in India
- Data Security and Privacy

Unit IV: Future of Digital Governance in India

- Role of social media in E-Governance,
- Needs of public awareness & communication in e-governance.
- Role of Public-Private Partnerships (PPP) in Digital Governance



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Global Comparisons of Digital Governance.

Course Outcomes/Course Specific Outcomes:

- I. To understand the foundational principles and evolution of digital governance.
- II. To assess how digital tools are transforming administrative processes and public service delivery.
- III. To develop insights into the challenges and opportunities in implementing digital governance initiatives.

Suggested Readings

1. Basu, R. (2019). Public administration in the 21st century: A global South perspective. Routledge.
2. Bhattacharya, M. (2018). New horizon of public administration. Jawahar Publishers & Distributors.
3. Chakrabarty, B., & Chand, P. (2017). Public administration: From government to governance. Orient Black Swan.
4. Chakrabarty, B., & Chand, P. (2020). Public administration in a globalizing world: Theories and practices (2nd ed.). Sage Publications.
5. Clarke, R. A., & Knake, R. K. (2019). The fifth domain: Defending our country, our companies, and ourselves in the age of cyber threats. Hachette Books.
6. Kapur, D., et al. (2017). Public institutions in India: Performance and design. Oxford University Press.
7. Kettl, D. F. (2016). Revolutionizing governance: The case for design-led public sector innovation. Georgetown University Press.
8. Lathrop, D., & Ruma, L. (2010). Open government: Collaboration, transparency, and participation in practice. O'Reilly Media
9. Lessig, L. (1999). Code and other laws of cyberspace. Basic Books.
10. Milakovich, M. E. (2017). Digital governance: Leveraging digital technology to govern and lead. CRC Press.
11. Sapru, R. (2018). Indian administration: A foundation of governance. Sage Publications.
12. Schmidt, E., & Cohen, J. (2013). The new digital age: Reshaping the future of people, nations, and business. Alfred A. Knopf.
13. Susskind, J. (2020). The digital republic: On freedom and democracy in the 21st century. Oxford University Press.
14. West, D. M. (2014). Digital government: Managing public sector reform in the digital era. Brookings Institution Press.



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15. Willke, H. (2007). Smart governance: Governing the global knowledge society. Springer

Course Title: DISASTER MANAGEMENT IN INDIA	
Course Code: MPADDDM225	Semester: II
Course Type: DCE	Credits: 4



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Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir

Course Objectives:

- i. To familiarize the students with the Concept and classification of Disasters.
- ii. To understand the consequences of disasters.
- iii. To provide an insight into the disaster management policy and mechanism in India.

Unit I: UNDERSTANDING DISASTER MANAGEMENT

- Disaster Management: Concept and Scope
- Understanding Natural and Man-Made Disasters
- Psychological and Socio-political impacts
- Limitations of Traditional Management and Effectiveness of Disaster Management

Unit II: DISASTER PREPAREDNESS

- Meaning, Concept and Nature
- Phases of disaster preparedness
- Disaster Mitigation
- Role and Responsibilities of State, NGOs, Community and Media

Unit III: STAKEHOLDERS IN DISASTER MANAGEMENT

- Role of Information and Communication Technology Systems in Disaster Management
- International and Interstate Cooperation for Disaster Management
- Role of NGOs and Army in Disaster Management
- Disaster Management Training

Unit IV: INSTITUTIONAL FRAMEWORK

- Disaster Management Act, 2005
- Organisational Framework for Disaster Administration in India at the Centre
- Organisational Framework for Disaster Administration in India at the state and District level
- U.N.'s Specialized Agencies



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Course Outcomes/Course Specific Outcomes:

- I. Understand the meaning and concept of disaster
- II. Identify the different kinds of disasters and their consequences
- III. Gain an in-depth knowledge of the mechanism for disaster management in India

Suggested Readings

1. Asian Development Bank. (1991). Disaster Mitigation in Asia and the Pacific. ADB.
2. Mathur. (2008). Dynamics of the Emergency Management System. Public Administration Review, 56(3), 235–244.
3. Bhattacharya. (2006). Environmental Economics.
4. Goel, S. L. (2006). Encyclopaedia of Disaster Management. Deep and Deep.
5. Government of India/UNDP. (2002–2007). Disaster Risk Management Programme: Community-Based Disaster Preparedness and Risk Reduction through Participation of Committees and Local Self Governments. Retrieved from <http://www.ndmindia.nic.in/EQProjects/goiundp2.0.pdf>
6. Monappa, K. C. (2004). Disaster Preparedness. Akshay Public Agencies.
7. Narayan, B. (2009). Disaster Management. A.P.H. Publishing Corporation.
8. Narayanan. (2007). Disaster Management.
9. Parasuraman. (2007). India Disasters Report.
10. Ram Prakash. (2005). Disaster Management.
11. Schneider, S. K. (2009). Flirting with Disaster: Public Management in Crisis Situations. NY: Publisher Name



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Course Title: MANAGEMENT OF PUBLIC ENTERPRISES	
Course Code: MPADDMP225	Semester: II
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. To study the concept and role of Public Sector Enterprises. ii. To evaluate the working of Central Public Sector Enterprises. iii. To study the governance and reforms of Public Sector Enterprises.	

Unit I: Introduction

- Public Enterprise: Concept, Rationale and Objectives
- Role of Public Sector in the Indian Economy
- Industrial Policy Resolutions and Public Sector Enterprises
- Working of Department of Public Enterprises

Unit II: Governance

- Governing Boards: Types, Functions, Size and Composition
- Legislative Control over Public Enterprises
- Ministerial Control over Public Enterprises
- CAG's Audit of PSEs

Unit III: Reforms-I

- Pricing and Public Enterprises
- Public Sector Reforms: Rationale
- Performance Contract System/Memorandum of Understanding (MOU)
- Professionalization of Boards of Governance in India

Unit IV: Reforms-II

- Disinvestment: Objectives, Methods, Machinery and Assessment
- Privatization: Theory, Objectives, Methods, Procedure, and Assessment; Lessons from the U.K. Experience
- Public Private Partnership (PPP): Concept, Types and Rationale
- Contracting Out: Concept & Rationale; Contracting Out Local Services



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Course Outcomes/Course Specific Outcomes:

- I.To study the historical development of PSEs in India.
- II.To analyse different mechanisms of accountability in India.
- III.To evaluate various reforms undertaken in this sector.

Suggested Readings

1. Asian Development Bank. (2008). Public-private partnership handbook. Manila.
2. Bailey, S. J. (2001). Public sector economics: Theory, policy and practice (2nd ed.). Palgrave.
3. Bos, D. (1991). Privatization: A theoretical treatment. Oxford University Press.
4. Dubhashi, P. R. (1976). Economics, planning and public administration. Somaiya Publications Pvt. Ltd.
5. Jha, L. K. (1986). Economic administration in India – retrospect and prospect. Indian Institute of Public Administration.
6. Khera, S. S. (1977). Government in business. National Publishing House.
7. Department of Public Enterprises. <https://dpe.nic.in>
8. Ministry of Finance. <https://finmin.nic.in>



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Course Title: ORGANISATIONAL BEHAVIOUR	
Course Code: MPADDOB225	Semester: II
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. This course deals with human behavior in organizations. Conceptual frameworks, case discussions, and skill-oriented activities applied to course topics which include motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. ii. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness. iii. To analyze organizational dynamics, including power, stress, change, and development, and to assess strategies for managing modern workplace challenges in a globalized and digital environment.	

Unit I: Concept, Approaches, Goals and Challenges

- Organizational Behaviour (OB): Meaning and Concept.
- Traditional and Modern Approaches to OB.
- Typologies of Organization, Genesis, Needs and Goals of OB.
- Contemporary Challenges of Organizational Behaviour

Unit II: Attitude, Personality and Motivation

- Attitude: Concept, Factors in Attitude formation, Attitude and Behaviour.
- Personality: Concept, Theories and determinants, Personality and Behaviour.
- Motivation: Concept, Theories, Motivation and Behaviour, Motivational system and Incentives.
- Quality Work Life (QWL).

Unit III: Power and Stress Management

- Power and Politics: Concept, Significance, Concentration and Types of power.
- Stress Management: Concept, Causes and Effects of Stress, Coping Strategies.
- Organizational Change: Nature, Factors and Resistance to Change.

Unit IV: Organizational Change and Organizational Development

- Organizational Change vs OD
- Organizational Diagnosis: Tools and Techniques



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- Organizational Change, Nature and Resistance to Change
- SWOT Analysis

Course Outcomes/Course Specific Outcomes:

- I. Demonstrate an understanding of traditional and modern perspectives of Organizational Behaviour, including its goals, types of organizations, and relevance in addressing contemporary issues.
- II. Apply theories of attitude, personality, and motivation to analyse how individual behaviour influences and is influenced by the organizational environment.
- III. Evaluate key organizational processes, including power structures, stress management strategies, change initiatives, and development interventions in the context of ethical, global, and digital trends.

Suggested Readings:

1. Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson.
2. Greenberg, J. (2011). Behavior in organizations (10th ed.). Pearson.
3. Luthans, F. (2011). Organizational behavior: An evidence-based approach (12th ed.). McGraw-Hill Education.
4. McShane, S. L., & Von Glinow, M. A. (2021). Organizational behavior (9th ed.). McGraw-Hill Education.
5. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2021). Organizational behavior: Improving performance and commitment in the workplace (7th ed.). McGraw-Hill Education.
6. Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson.
7. Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.
8. Kreitner, R., & Kinicki, A. (2013). Organizational behavior (10th ed.). McGraw-Hill Education.
9. Argyris, C. (1993). Knowledge for action: A guide to overcoming barriers to organizational change. Jossey-Bass.
10. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.). Jossey-Bass.
11. Moorhead, G., & Griffin, R. W. (2012). Managing organizational behavior (10th ed.). South-Western.
12. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2010). Organizational behavior: Improving performance and commitment in the workplace (2nd ed.). McGraw-Hill Higher Education.
13. Aswathappa, K. (2012). Organizational behaviour (10th ed.). Himalaya Publishing House Pvt. Ltd.
14. McShane, S. L. (2016). Organizational behavior (5th ed.). McGraw-Hill Education (India) Pvt. Ltd.



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15. Kumar, N. (2012). Organizational behavior: A new look—Concept, theory and cases. Himalaya Publishing House.
16. Parikh, M., & Gupta, R. (2010). Organisational behaviour. McGraw-Hill Education (India) Pvt. Ltd.
17. Robbins, S. P. (2013). Organizational behavior (15th ed.). Pearson.
18. Prasad, L. M. (2019). Organizational behavior. Sultan Chand & Sons.
19. Pershing, S. P., & Austin, E. K. (2015). Organization theory and governance for the 21st century. Sage



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MA Public Administration 3rd Semester (2025) NEP Syllabus

3rd Semester						
Course Code	Name of the Paper	Credits	Type	IA	EA	Total
MPADCRM325	Research Methodology	4	Core	28	72	100
MPADCFA325	Financial Administration in India	4	Core	28	72	100
MPADCPP325	Public Personnel Administration in India	4	Core	28	72	100
MPADCSL325	State and Local Administration	4	Core	28	72	100
MPADDAL325	Administrative Law	4	DCE	28	72	100
MPADDPA325	Public Policy Analysis	4	DCE	28	72	100
MPADDSW325	Social Welfare Administration	4	DCE	28	72	100
MPADDIA325	International Administration	4	DCE	28	72	100



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Course Title: RESEARCH METHODOLOGY	
Course Code: MPADCRM325	Semester: III
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. To introduce students to the basic concepts and significance of research in social sciences. ii. To provide knowledge of various data collection methods and tools. iii. To explain the characteristics and applications of both quantitative and qualitative research methods	

Unit I: Introduction to Research Methodology

- Definition, Purpose, Significance and Importance Research.
- Research Process and Ethics in Research.
- Philosophy of Research
- Characteristics of good research

Unit II: Conceptual foundations and Methodological Approaches

- Identification of Research Problem
- Formulation of Hypothesis, Operationalization of Variables
- Quantitative and Qualitative Methods
- Plagiarism, Confidentiality and Ethical Guidelines in research.

Unit III: Research Design and Data Collection:

- Research design: exploratory, Descriptive, Experimental
- Sampling Techniques: Probability and Non- Probability Techniques.
- Data Collection Methods: Surveys, Interviews, Observations.
- Tools for Data Collection: Questionnaires, Schedules, Case Studies

Unit IV: Research Execution: Techniques of Data Handling, Analysis, and Presentation

- Measurement: Issues of Reliability, Validity
- Preparation of Research Report and Thesis
- Depth Interviews, Ethnography, Content Analysis



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- Tools for Referencing: MLA, APA, Chicago

Course Outcomes/Course Specific Outcomes:

- I.** Students will understand the foundational concepts and types of research methodology.
- II.** They will be able to design a research study with clear objectives, hypotheses, and appropriate methodology.
- III.** Students will acquire skills in data collection using various techniques such as surveys, interviews, and observation.

Suggested Readings

1. Ahuja, Ram, Research Methods: Rawat Publications., 2003
2. Babbie, E. (2020) – The Practice of Social Research
3. Bryman, A. (2016) – Social Research Methods
4. Charmaz, K. (2014) – Constructing Grounded Theory
5. Creswell, J. W. & Creswell, J. D. (2018) – Research Design: Qualitative, Quantitative, and Mixed Methods Approaches
6. Denzin, N. K., & Lincoln, Y. S. (Eds.) (2018) – The SAGE Handbook of Qualitative Research
7. Gillham, Bill, Case Study Research Methods: Viva Books., 2005.
8. Guba, E. G., & Lincoln, Y. S. (1994) – Competing Paradigms in Qualitative Research
9. Kumar, P S G, Research methods and statistical techniques: B R Publishing Corporation., 2004.
10. Kumar, R. (2019) – Research Methodology: A Step-by-Step Guide for Beginners
11. Saunders, M., Lewis, P., & Thornhill, A. (2019) – Research Methods for Business Students
12. Silverman, D. (2020) – Interpreting Qualitative Data
13. Tashakkori, A., & Teddlie, C. (2010) – SAGE Handbook of Mixed Methods in Social & Behavioral Research
14. Yadava, Surendra S and Yadava, K N S, Statistical Analysis for Social Sciences: Manak Publications., 1995.
15. Yin, Robert K., Case Study Research: Sage, 2003



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Course Title: FINANCIAL ADMINISTRATION IN INDIA	
Course Code: MPADCFA325	Semester: III
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. To Understand Concept and Importance of Financial Administration. iii. To know the Budgeting processes at state and Central Level. iii. To study about Public financial institutions and financial resource mobilization strategies in the Indian context	

Unit I: Basic Concepts—Meaning and Scope

- Meaning and Significance of Public Finance and Public Financial Administration.
- Components of Financial Administration.
- Fiscal and Monetary Policy: Salient Features.
- Resource Mobilization: Tax and Non-Tax Sources.

Unit II: Budget

- Budget: Meaning and significance.
- Types of Budget: Performance Budgeting, Line Budgeting, Programme Budgeting, Sunset Legislature.
- Budgetary Process in India- Preparation and Enactment.
- Role of CAG in the budgetary process.

Unit III: Legislative Control

- Legislative Control over Finance.
- Public Accounts Committee, Estimates Committee, Committee on Public Undertakings.
- Tax Administration: Characteristics of good taxation system, Problems of Tax Administration.
- Public Debt, Public Borrowings and Deficit Financing.

Unit IV: Fiscal Federalism

- Fiscal Federalism.
- Centre-State Financial Relations: Constitutional Provisions.
- Finance Commission: Composition, Functions and Role.
- Ministry of Finance: Organization, Functions and Role.



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Course Outcomes/Course Specific Outcomes:

- I. Knowledge of various aspects of Public Financial Administration in general and in the Indian context in particular
- II. Comprehending the system and dynamics of Indian fiscal federalism
- III. Deep understanding of the role of Comptroller and Auditor General Reserve Bank of India in a public financial administration.

Suggested Readings

1. Basiya, K. N. (1986). Financial administration in India. Himalaya Publishing House.
2. Bhambri, C. P. (1973). Public administration in India. Vikas Publications House.
3. Goel, S. L. (2002). Public financial administration. Sterling Publishers.
4. Janjua, S. S. (1999). Centre-state financial relations in India and finance commission. Deep and Deep Publications.
5. Khan, M., & Jain, P. K. (1973). Management of financial institutions. Vikas Publications House.
6. Panda, S. (1989). Financial administration and personal management in public enterprises. [Publisher not listed].
7. Pyhrr, P. A. (1973). Zero base budgeting. John Wiley and Sons.
8. Sinha, R. K. (1987). Fiscal federalism in India. Sterling Publishers.
9. Srivastava, R. N. (1988). Management of financial institutions. Himalaya Publishing House.
10. Tyagi, B. P. (1997). Public finance. Jai Prakash Nath.
11. Vithal, B. P. R., & Shastri, M. (2004). Fiscal federalism in India. Oxford University Press.



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Course Title: PUBLIC PERSONNEL ADMINISTRATION IN INDIA	
Course Code: MPADCPP325	Semester: III
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. To familiarize the student with the concepts of Public Personnel Administration, career systems and classification in India. ii. Study various aspects of Human Resource Development, civil services, rules of service, code of conduct and ethics, disciplinary action. iii. The students will develop group work, leadership and analytical skills.	

Unit I: Definition, Scope and Significance

- Public Personnel Administration: Definition, Scope
- Functions and Significance of Personnel Administration
- Manpower Planning and Human Resource Development: Concept and its application in government
- Rank and Position Classification – Concept and Bases

Unit II: Role of Public Services

- Role of Public Services in Administrative System.
- Neutrality and Ethics in Civil Services.
- Public Personnel Administration: Some Dysfunctionalities.
- Performance Appraisal.

Unit III: Job Design, Motivation and Evaluation

- Job Design and Job Analysis
- Motivation and Morale, Employer-Employee Relations (J.C.M.)
- Job Evaluation and Remuneration: Bases and Principles
- Emerging Trends for job motivation

Unit IV: Personnel Management/Personnel Agencies/Mechanisms

- Recruitment and Training of Civil Servants: Methods and Significance
- Promotion: Methods and Performance Appraisal Schemes
- Staff Associations and Unions; Joint Consultative and Negotiation Machinery
- Grievance Redressal Mechanism: Tribunals



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Course Outcomes/Course Specific Outcomes:

- I. Competency to recruit, train, and appraise the performance of employees.
- II. Rational design of compensation and salary administration
- III. Ability to handle employee issues and evaluate the new trends Personnel Administration

Suggested Readings

1. Bhayana, S. S., & Singh, S. (2016). Public personnel and financial administration (4th ed.). New Academics.
2. Davar, R. S. (2008). Personnel management and industrial relations in India (2nd ed.). Vikas Publishing House.
3. Flippo, E. (2008). Principles of personnel management (4th ed.). McGraw Hill.
4. Goel, S. L., & Rajneesh, S. (2002). Public personnel administration. Sterling Publishers.
5. Government of India, 2nd Administrative Reforms Commission. (2010). 10th report: Refurbishing of personnel administration - Scaling new heights. Manager of Publications. https://darpg.gov.in/sites/default/files/personnel_administration10.pdf
6. Government of India. (1988). Report of the Commission on Centre-State Relations. General Manager.
7. Koontz, H., & O'Donnell, C. (2008). Principles of management (5th ed.). McGraw Hill.
8. Pigors, P., & Myers, C. A. (1969). Personnel administration: A point of view and a method (6th ed.). McGraw Hill.
9. Rouse, J. E. (2008). Public administration in American society. Gale Research.
10. Saxena, A. P. (2010). Training and development in government.
11. Stahl, O. G. (1971). Public personnel administration (6th ed.). Oxford and IBH Publishing.
12. United Nations. (2008). New approaches to personnel policy for development.



**Department of Political Science
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Course Title: STATE AND LOCAL ADMINISTRATION	
Course Code: MPADCSL325	Semester: III
Course Type: Core	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: i. To provide a comprehensive understanding of the constitutional and administrative framework of state governance in India, including the roles of the Governor, Chief Minister, and state legislature. ii. To familiarize students with the organizational structure and functioning of key state institutions, such as the Civil Secretariat, Chief Secretary, State Public Service Commission, and Advocate General. iii. To analyze the structure, evolution, and contemporary challenges of district and local administration, with emphasis on the 73rd and 74th Constitutional Amendments and their role in deepening democratic decentralization.	

Unit I: State Administration: An Introduction

- Concept State Administration: Constitutional Framework
- Role of Governor in State Administration
- Role of Chief Minister and Council of Ministers
- State Legislature: Powers and Functions

Unit II: State Institutions

- Civil Secretariat: Structure and Functions
- Chief Secretary: Role and Functions
- State Public Service Commission: Structure and Functions
- Advocate general

Unit III: District Administration

- District Administration: Concept and Evolution
- District Collector: Power, Functions and changing role
- Challenges in District Administration in the Contemporary Context
- Planning Process at the state and District level

Unit IV: Local Government

- 73rd Constitutional Amendment and its Provisions
- Structure and Functions of Municipal Corporations, Municipal Councils, Nagar Panchayats
- 74th Constitutional Amendment and its Significance



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Issues: Political Decentralization, Finance, Capacity Building, Women and Marginalized Groups' Participation

Course Outcomes/Course Specific Outcomes:

- I. After studying this course, students will have a better understanding of the constitutional structure and key functionaries of state administration, including the roles of the Governor, Chief Minister, and State Legislature.
- II. Students will be able to analyse the role, functions, and changing nature of district administration, particularly the evolving responsibilities of the District Collector and local planning mechanisms.
- III. Critically examine the framework and challenges of local governance in India, with reference to the 73rd and 74th Constitutional Amendments and the inclusion of marginalized groups in the process.

Suggested Readings:

1. Ahluwalia, Isher Judge, Ravi Kanbur, and P. K. Mohanty (Eds.). Urbanisation in India: Challenges, Opportunities and the Way Forward. New Delhi: Sage 2014.
2. Bardhan, P. and D. Mukherjee (Eds). Decentralization and Local Governance in Developing Countries: A Comparative Perspective. MIT Press, 2006.
3. Batra Lalit. A Review of Urbanization and Urban Policy in Post-Independent India. CSLG Working Paper Series, CSLG/WP/09/05, Centre for the Study of Law and Governance, Jawaharlal Nehru University, 2009.
4. Datta, Abhijit. Strategies for Municipal Decentralization in India: Functions, Finances and Autonomy, in Accountability and Decentralization in Urban Governance. National Workshop organized by the National Foundation for India. New Delhi: 7 October 1994, (Publication No.2/95).
5. Dhaliwal, S.S. Good Governance in Local Government. New Delhi: Deep & Deep Publications, 2004.
6. Jain, A.K. Urban Planning and Governance. Delhi: Bookwell, 2010.
7. Jain, Jasbir S. and R.P. Joshi, Panchayat Raj in India: Emerging Trends Across the States. Delhi: Rawat Publication, 2002.
8. Jain, L.C. Decentralization and Local Governance. Orient Black Swan, 2005.
9. Jayal, Niraja Gopal, Amit Prakash and Pradeep K. Sharma. Local Governance in India Decentralization and Beyond. Delhi: OUP, 2007.
10. Kumar, Girish. Local Democracy in India; Interpreting Decentralization. New Delhi: IIPA, 2006.
11. Maheshwari, S.R. Local Government in India. Lakshmi Narain Agarwal, 2014.



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12. Raghunandan, T.R. Decentralization and Local Governments: The Indian Experience. Orient Black Swan, 2012.
13. Rao, P.S.N. Urban Governance and Management: Indian Initiatives. Delhi: Kanishka, 2006.
14. Arora, Ramesh K. and R. Goyal. Indian Administration: Institutions and Issues. New Delhi: New Age, 2016.
15. Bakshi, P.M. The Constitution of India, Delhi. Universal Law Publishing Co., 2018.
16. Barthwal, C.P. Indian Administration Since Independence. Lucknow: Bharat Publishers, 2003.
17. Basu, Rumki. Indian Administration: Structure, Performance and Reform. New Delhi: Adroit Publishers, 2019.
18. Chakravarty, Bidyut and Prakash Chand. Indian Administration: Evolution and Practice. New Delhi: Sage, 2016.
19. Das, S.K. The Civil Services in India. New Delhi: OUP, 2013.
20. Gupta, Bhuvanesh. State Administration in India. RBSA Publishers, 2012.



**Department of Political Science
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UNIVERSITY OF KASHMIR**

Course Title: ADMINISTRATIVE LAW	
Course Code: MPADDAL325	Semester: III
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed by: Dr Tavseef Ahmad Mir	
Course Objectives: i. To understand the basic procedures, rules and laws of Public Administration. ii. To make students familiar with current issues and the changing nature of administrative law. iii. To provide a remedy for grievances at the hand of administrative authorities.	

Unit I: Concept Scope and Development

- Meaning Scope and development of Administrative Law
- Comparison between Constitutional and Administrative law
- Rule of Law and Droit Administratif
- Principles of Natural Justice with judicial interpretations

Unit II: Constitution and the Public Services

- Administrative Action—Quasi Legislative, Quasi Administrative and Quasi-Judicial
- Public Services and Safeguards under Indian Constitution
- Public Service Commissions—Role and Mandate
- Role of Supreme Court in Public Services

Unit III: Administrative Adjudication

- Administrative Tribunals: Concept, Rationale and Types
- Judicial Review of Administrative Action: Principles and Modes
- Delegated Legislation: Need, Classification and Safeguards
- Judicial Activism Vis a vis Administration.

Unit IV: Institutions

- Institution of Ombudsman: Concept and Genesis
- Lok Pal and Lok Ayukta in India: Role, Significance and Functions
- Central Vigilance Commission: Structure, Functions, Role and Significance
- Central Information Commission



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Course Outcomes/Course Specific Outcomes:

- I. Have basic knowledge about basic concepts and principles of administration and administrative law.
- II. The student can pursue research in this area.
- III. They can analyse the impact and operation of administrative law from policy perspective.

Suggested Readings

1. Chhabra, S. (1990). Administrative tribunals. Deep and Deep.
2. Diwan, P. (2007). Indian constitution (2nd ed.). Law Agency.
3. Jain, M. P., & Jain, S. N. (2002). Principles of administrative law. Wadhwa & Co.
4. Kagzi, M. C. J. (2008). Indian administrative law (2nd ed.). Metropolitan.
5. Massey, I. P. (2008). Administrative law. Eastern Book Company.
6. Mehta, S. M. (1990). Indian constitutional law. Deep and Deep.
7. Sathe, S. P. (1998). Administrative law (6th ed.). Tripathi.
8. Sathe, S. P. Administrative law. N.M. Tripathi Pvt. Ltd. (Latest ed.).
9. Sharma, S. K. (2007). Directive principles and fundamental rights. Deep and Deep.
10. Swami, P. M. (1989). Swami's manual of disciplinary proceedings for central government employees. Swami Publishers.
11. Thakker, C. K. (Latest ed.). Administrative law. Eastern Book Co.



**Department of Political Science
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Course Title: PUBLIC POLICY ANALYSIS	
Course Code: MPADDPA325	Semester: III
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objectives: i. To provide a comprehensive understanding of Policy Analysis in Contemporary world. ii. To familiarize the students towards various approaches to Policy Analysis. iii. To orient the students with various cases studies of Public Policies in India.	

UNIT I – Introduction

- Policy Analysis– An area of Enquiry
- Methods and Techniques in Policy Analysis
- Ethics in Policy Analysis
- Process of Policy Analysis

UNIT II – Approaches to Public Policy

- Systems Model for Policy Analysis
- Institutional Approach to Policy Analysis
- Rational Policy-Making Model
- Lindblom's Incremental Approach

UNIT III –Public Policy Monitoring

- Meaning and Significance
- Approaches to Policy Monitoring
- Constraints in Policy Monitoring
- Remedial Measures for Effective Monitoring

UNIT IV –Cases Studies in Public Policy

- Agrarian Policy
- New Education Policy



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- . National Policy on Skill Development
- . Health Policy

Course Outcomes/Course Specific Outcomes:

- I. To make students familiar with the fundamentals of Public Policy Analysis.
- II. To understand various Approaches to Policy Analysis.
- III. To analyse various Public Policies at the National Level in India.

Suggested Readings

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



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Course Title: SOCIAL WELFARE ADMINISTRATION	
Course Code: MPADDSW325	Semester: III
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Khursheed Ahmad Bhat	
Course Objective i. The students will be apprised about the basic concepts of social welfare Administration Indian Society ii. To focus on the structure of social welfare administration at Centre, State and District iii. To analyse the Welfare Schemes and Programmes Concerning Scheduled castes and Scheduled Tribes, Women and Children and Senior Citizens.	

Unit I: Concept of Social Welfare

- Social Welfare: Meaning and Scope
- Significance of Social Welfare
- Social Welfare Administration
- Social Change and Social Justice

Unit II: Social Welfare Administration at Union Level

- Composition and Functions of Ministry of Social Justice and Empowerment
- Ministry of Tribal Affairs
- Ministry of Women and Child Development
- Central Social Welfare Board (CSWB)

Unit III: Social Welfare Administration at State Level

- Directorate of Social Welfare
- State Social Welfare Advisory Board
- Social Welfare Administration at District Level
- Functions and Role of NGOs

Unit IV: Social Welfare Policies and Programmes

- Welfare Programmes for SCs and STs
- Welfare Programmes for OBCs
- Welfare Programmes for Women and Child
- Welfare Programmes for Disabled and Aged



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Course Outcomes/Course Specific Outcomes:

- I. Understand the fundamental dynamics of Social Welfare administration especially from the context of Indian system.
- II. Ability to analyze and elucidate various policies by the government of India.
- III. Critically evaluate the social planning systems and structures in India.

Suggested Readings

1. Chowdhury, P. D. (1985). Social welfare administration in India. Deep & Deep Publications.
2. Forfieldlander, W. A. (1954). Introduction to social welfare. Prentice Hall.
3. Goel, S. L. (2002). Social welfare administration. Deep & Deep Publications.
4. Madan, G. R. (1995). Indian social problems: Vol. II, Social work. Allied Publishers.
5. Mukherjee, R. (1990). Social welfare administration. Radha Publications.
6. Prasad, R. (1992). Encyclopaedia of social welfare administration. Anmol Publications.
7. Reid, F. W. (1970). Social welfare administration. Holt, Rinehart, and Winston.
8. Robson, W. A. (1976). Welfare state and welfare society: Illusion and reality. Allen & Unwin.
9. Roy, K. (2000). Women and child development. Commonwealth Publishers.
11. Sankhdher, M. M. (1985). Welfare state. Deep & Deep Publications
10. Simey, T. S. (1967). Principles of social administration. Routledge & Kegan Paul.



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Course Title: INTERNATIONAL ADMINISTRATION	
Course Code: MPADDIA325	Semester: III
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. Know the origin, objectives and role of International Administration ii. Know the functions of different organizations in International Administration iii. Study the relevance of various international organization in meeting the current challenges.	

Unit I: Introduction

- Role of International Organizations in Development: Rationale and Overview of the global scenario.
- United Nations: Genesis and Evolution.
- UN structure: Organization, Functions and Working of General Assembly.
- Security Council Secretariat, International Court of Justice.

Unit II: Specialized Agencies of the United Nations

- Organizational Structure, functions/ programmes and working of: UNESCO
- UNICEF
- WHO
- UNEP

Unit III: Regional Organizations

- Organizational structure, functions of SAARC
- ASEAN
- G-20
- European Union

Unit IV: International Economic Organizations

- Organizational structure, functions, role and issues in working of World Trade Organization (WTO)
- World Bank (WB)
- International Monetary Fund (IMF)
- Asian Development Bank (ADB)



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Course Outcomes/Course Specific Outcomes:

- .To know the management of international Organizations
- I.Issues faced by the international Institutions.
- II. Contribute towards reform of these organizations

Suggested Readings

1. Association of Southeast Asian Nations. (n.d.). ASEAN. <https://www.aseansec.org/>
2. Banerjee, A. M., & Sharma, M. R. (2007). Reinventing the United Nations. Prentice Hall of India.
3. Cable, V. (1999). Globalization and global governance. Royal Institute of International Affairs.
4. Goel, S. L. (1976). International administration. Sterling Publishers.
5. International Labour Organization. (n.d.). ILO. <https://www.ilo.org/>
6. Krasno, J. E. (Ed.). (2005). The United Nations: Confronting the challenges of a global society. Viva Books.
7. Narasimhan, C. V. (1988). The United Nations: An inside view. United Nations Publications.
8. Pease, K. K. S. (2017). International organisations. Routledge.
9. Saksena, K. P. (1993). Reforming the United Nations: The challenge of relevance. Sage Publications.
10. South Asian Association for Regional Cooperation. (n.d.). SAARC. <https://www.saarc-sec.org/>
11. United Nations. . UN. <https://www.un.org/>



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Syllabus for MA Public Administration 4th Semester (NEP) 2025

4 th Semester						
Course Code	Name of the Paper	Cred its	Type	IA	E A	Total
MPADSDI425	Dissertation/Internship	20	Skill		50 0	500
MPADCRE425	Research Ethics	4	Core	28	72	100
MPADDSA425	Sustainability, Governance and Public Administration	4	DCE	28	72	100
MPADDGP425	Gender Perspectives in Public Administration	4	DCE	28	72	100
MPADDPE425	Political Economy of Development in India	4	DCE	28	72	100
MPADDMN425	Management of NGOs in India	4	DCE	28	72	100
MPADDOM425	Office Management	4	DCE	28	72	100



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Course Title: SUSTAINABILITY, GOVERNANCE AND PUBLIC ADMINISTRATION	
Course Code: MPADDSA425	Semester: IV
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Zubair Malik	
Course Objectives: I. To introduce students to the interlinkages between sustainability and governance within public administration. II. To understand the role of public institutions in promoting sustainable development goals (SDGs). III. To explore policy frameworks and administrative practices that support environmental, social, and economic sustainability. IV. To examine challenges in implementing sustainable governance models at various levels of government.	

Unit I: Conceptual Foundations

- Meaning and dimensions of sustainability: environmental, economic, social
- Historical evolution of sustainable development including MDGs
- Public administration and sustainability: theoretical linkages
- Principles of good governance in the context of sustainability

Unit II: Global and National Sustainability Frameworks

- UN Sustainable Development Goals (SDGs) and the 2030 Agenda
- India's commitment to SDGs: NITI Aayog and SDG India Index
- Environmental governance and climate policy in India
- Role of international organizations (UNDP, UNEP, IPCC)

Unit III: Institutions and Sustainable Governance

- Role of public institutions and bureaucracy in sustainable development
- Policy instruments for sustainability: regulation, incentives, participatory governance
- Environmental Impact Assessment (EIA) and audit mechanisms
- Role of local governance bodies (Panchayats, Urban Local Bodies) in sustainability



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Unit IV: Contemporary Challenges and Innovations

- Urban sustainability and smart cities
- Case studies of best practices in sustainable governance (national and international)
- Citizen engagement and sustainability
- Climate change and disaster risk governance

Course Outcomes/Course Specific Outcomes:

- i. Define sustainability and its dimensions within the context of governance.
- ii. Explain the relevance of Sustainable Development Goals (SDGs) to public administration.
- iii. Analyze the institutional mechanisms and administrative reforms needed to promote sustainability.
- iv. Evaluate governance challenges and strategies for inclusive and sustainable development.

Suggested Readings

1. Economic & Political Weekly (EPW). <https://www.epw.in>
2. Environment and Urbanization. SAGE Publishing. <https://journals.sagepub.com/home/eau>
3. Henry, N. (2015). Public administration and public affairs (12th ed.). Routledge.
4. ICLEI – Local Governments for Sustainability. (n.d.). Sustainable urban development reports. <https://iclei.org>
5. Intergovernmental Panel on Climate Change. (2023). Climate change 2023: Synthesis report – Summary for policymakers. <https://www.ipcc.ch/report/ar6/syr/>
6. Ministry of Environment, Forest and Climate Change. (2008). National Action Plan on Climate Change (NAPCC). Government of India. <https://moef.gov.in>
7. Ministry of Environment, Forest and Climate Change. (2020). Environmental Impact Assessment (EIA) Notification 2020 (Draft). Government of India.
8. Ministry of Panchayati Raj. (n.d.). Manual on Panchayati Raj and Urban Local Bodies. Government of India. <https://panchayat.gov.in>
9. National Green Tribunal. (n.d.). Landmark judgments. <https://greentribunal.gov.in/judgement>
10. NITI Aayog. (2023). SDG India Index & dashboard 2023–24. <https://sdgindiaindex.niti.gov.in/>
11. NITI Aayog. (n.d.). Best practices in sustainable development. <https://niti.gov.in>
12. Ostrom, E. (1990). Governing the commons: The evolution of institutions for collective action. Cambridge University Press.
13. Overseas Development Institute. (2004). Tools for policy impact: A handbook for researchers. <https://odi.org/en/publications/tools-for-policy-impact-a-handbook-for-researchers/>



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14. Sachs, J. D. (2015). The age of sustainable development. Columbia University Press.
15. Theis, T., & Tomkin, J. (Eds.). (2012). Sustainability: A comprehensive foundation. OpenStax. <https://openstax.org/books/sustainability/pages/1-introduction>
16. Townsend, A. M. (2013). Smart cities: Big data, civic hackers, and the quest for a new utopia. W. W. Norton & Company.
17. United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. <https://sdgs.un.org/2030agenda>
18. United Nations Development Programme. (2015). Human development report 2015: Work for human development. http://hdr.undp.org/sites/default/files/2015_human_development_report.pdf
19. United Nations Office for Disaster Risk Reduction. (2015). Sendai Framework for Disaster Risk Reduction 2015–2030. <https://www.undrr.org/publication/sendai-framework-disaster-risk-reduction-2015-2030>
20. World Bank. (2009). Climate resilient cities: A primer on reducing vulnerabilities to disasters. World Bank Publications. <https://openknowledge.worldbank.org/handle/10986/13272>
21. World Commission on Environment and Development. (1987). Our common future (The Brundtland Report). Oxford University Press. <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>



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Course Title: GENDER PERSPECTIVES IN PUBLIC ADMINISTRATION	
Course Code: MPADDGP425	Semester: IV
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: i. Understand gender as a category of analysis in public administration. ii. Analyze how public institutions shape and are shaped by gender norms iii. Critically evaluate gender mainstreaming in policymaking and governance.	

Unit I: Gender and Public Administration

- Sex, gender, patriarchy, feminism, gender equity vs. equality
- Evolution of gender studies in public administration and Feminist critique of administrative theory
- Gender and governance: An overview
- Gendered organizations theory

Unit II: Gender Mainstreaming and Budgeting

- Definition, nature and scope of Gender Mainstreaming
- Implementation of Gender Mainstreaming: Framework and Tools
- Gender-inclusive policy initiatives
- Gender Budgeting: Concept, need, and Indian experience

Unit III: Engendering Governance

- Access to education, health, sanitation, and welfare services
- Women reservation in legislative institutions
- Representation of women in civil services
- Gender Audit

Unit IV: Legal and Institutional Framework

- Convention on the Elimination of All Forms of Discrimination against Women CEDAW
- National policies and constitutional mandates for gender equality in India
- Schemes and policies for gender development: Beti Bachao Beti Padhao, Ujjwala, POSHAN Abhiyaan



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- Role and functions of National Commission for Women India

Course Outcomes/Course Specific Outcomes:

- I. Examine intersectionality and its implications for equitable public service delivery.
- II. Develop gender-sensitive approaches in administrative planning, budgeting, and evaluation.
- III. To train students in the field of gender for utilizing their talent in resolving the discrepancies in development, politics and fields of governance.

Suggested Readings

1. Chowdhury, N. (1994). Women in politics: Problems of participation. *The Indian Journal of Public Administration*, 40(3), 499–504.
2. Elson, D. (1997). Gender budget initiative: Background papers. Commonwealth Secretariat.
3. Franceschet, S., Krook, M. L., & Piscopo, J. M. (2012). *The impact of gender quotas*. Oxford University Press.
4. Goetz, A. M. (2009). *Governing women: Women's political effectiveness in contexts of democratization and governance reform*. Routledge.
5. Government of India. (2016). National policy for women 2016 (Draft). Ministry of Women and Child Development. <https://wcd.nic.in/sites/default/files/draft%20national%20policy%20for%20women%202016.pdf>
6. Mukhopadhyay, M., & Meer, S. (2004). Gender and citizenship: Overview report. BRIDGE, Institute of Development Studies. https://www.bridge.ids.ac.uk/reports/citizenship_OR_final.pdf
7. National Commission for Women. (n.d.). Reports and publications. <https://ncw.nic.in/publications>
8. Nussbaum, M. C. (2000). *Women and human development: The capabilities approach*. Cambridge University Press.
9. Rai, S. M. (2008). *The gender politics of development: Essays in hope and despair*. Zubaan/Zed Books.
10. Sainsbury, D. (1999). *Gender and welfare state regimes*. Oxford University Press.
11. United Nations. (2002). Gender mainstreaming: An overview. UN Women. <https://www.un.org/womenwatch/osagi/pdf/e65237.pdf>



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Course Title: POLITICAL ECONOMY OF DEVELOPMENT IN INDIA	
Course Code: MPADDPE425	Semester: IV
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr. Mir Aadil Ashraf	
Course Objectives: i. To examine the trajectory of development in post-independent India from a political economy perspective, with a focus on key phases, policies, and institutional transformations. ii. To introduce and critically engage with various theories and dimensions of development, highlighting the transition from state-led to market-led models in India's economic planning and reform processes. iii. To analyse the role of political actors and institutions in shaping India's development experience, and to assess the socio-economic implications of liberalization and globalization on Indian society.	

Unit I: Conceptual Aspects

- Understanding Political Economy of Development.
- Political Economy of the Indian State
- India's Development Indicators

Unit II: Planned Development Era

- Development Planning
- Agricultural and Industrial Policies
- The Politics of Industry and Labour

Unit III: Development in the post-Reform Era

- Change in Growth Strategy: LPG policies
- Indian Economy and International Economic and Financial institutions: World Bank, IMF and WTO
- Social Implications of Reforms: Poverty, Inequality and Social Exclusion

Unit IV: The Future of Development in India

- Demographic dividend and employment challenge
- New welfare paradigms: DBT, digital governance
- Political populism and economic nationalism



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Course Outcomes/Course Specific Outcomes:

I. Students will be able to critically explain the evolution of development strategies in post-independence India, distinguishing between pre-reform (1947–1991) and post-reform (1991 onwards) phases.

II. Students will gain a comprehensive understanding of key political economy concepts and development theories, enabling them to contextualize India's development within broader theoretical frameworks.

III. Students will be able to evaluate the impact of liberalization and economic reforms on various sections of Indian society, and articulate the role of political and institutional actors in this transformative process.

Suggested Readings

- Bardhan, P. (1998). Political economy of development in India. Oxford University Press.
- Byres, T. J. (Ed.). (1994). The state and development planning in India. Oxford University Press.
- Chandrasekhar, C. P., & Ghosh, J. (2004). The market that failed: Neoliberal economic reforms in India. LeftWord.
- Chibber, V. (2004). Locked in place: State-building and late industrialization in India. Tulika Books.
- Dreze, J., & Sen, A. (2013). An uncertain glory: India and its contradictions. Allen Lane.
- Frankel, F. R. (2005). India's political economy: 1947–2004 (2nd ed.). Oxford University Press.
- Jaffrelot, C., Kohli, A., & Murali, K. (Eds.). (2019). Business and politics in India. Oxford University Press.
- Kohli, A. (2005). State-directed development in the global periphery. Cambridge University Press.
- Kohli, A. (2012). Poverty amid plenty in the new India. Cambridge University Press.
- Sen, A. (1999). Development as freedom. Oxford University Press.
- Mehrotra, S. (Ed.). (2014). India's Skills Challenge: Reforming Vocational Education and Training to Harness the Demographic Dividend. Oxford University Press.
- Papola, T. S., & Sahu, P. P. (2012). Growth and Structure of Employment in India: Long-Term and Post-Reform Performance and the Emerging Challenge. Institute for Studies in Industrial Development.
- Rudolph, L. I., & Rudolph, S. H. (1987). In pursuit of Lakshmi: The political economy of the Indian state. Orient Blackswan
- Bhatnagar, S. (2009). Unlocking E-Government Potential: Concepts, Cases and Practical Insights. SAGE Publications.



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- Drèze, J., & Sen, A. (2013). *An Uncertain Glory: India and Its Contradictions*. Allen Lane.
- Kapur, D., & Mukhopadhyay, P. (Eds.). (2020). *Navigating the Labyrinth: Perspectives on India's Higher Education*. Orient BlackSwan.
- Chhibber, P., & Verma, R. (2018). *Ideology and Identity: The Changing Party Systems of India*. Oxford University Press.
- Jaffrelot, C. (2021). *Modi's India: Hindu Nationalism and the Rise of Ethnic Democracy*. Princeton University Press.
- Roy, S. (2018). *Politics of the Poor: Negotiating Democracy in Contemporary India*. Cambridge University Press.
- Aiyar, S. S. A. (2016). *Escape from the Benevolent Zookeepers: India's Radical Quest for Free Markets*. Cato Institute.



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Course Title: MANAGEMENT OF NGOs IN INDIA	
Course Code: MPADDMN425	Semester: IV
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Tavseef Ahmad Mir	
Course Objectives: I. To prepare future NGO and Public Administrators to understand the theoretical conceptualization of the NGO and the NGO Sector in the framework of a developing economy and society. II. To understand the commonly adopted organizational forms and governance structures of NGOs. III. To make the students informed about the utility of Non-Governmental Organizations.	

Unit I: Introduction

- Concept, Rationale and Scope
- National Policy on the Voluntary Sector 2007
- NGO-Government Interface in India with special reference to the NITI Aayog, Ministries and Departments
- Role of NGOs in Nation Building in India

Unit II: Organizational Forms

- Trust; Society; Company
- NGO-Government & NGO-Private sector partnerships: Rationale and practice
- Sources of NGO Funding; Government and Foreign Grants: Eligibility, Requirements & Procedures with special reference to Foreign Contributions
- Current issues of Finance

Unit III: Issues of NGO Governance

- Capacity Building; Autonomy and Ethics
- Accountability of NGOs: Rationale, Mechanisms and Problems
- Formulation of a Welfare/Development Project Proposal including Monitoring and Evaluation arrangements
- Training and Development of NGO Functionaries

Unit IV: Case Studies:

- Self Employed Women's Association (SEWA): Organisation, Functions and Working
- Red Cross Society of India: Organisation, Functions and Working
- Voluntary Action Network India (VANI)
- OXFAM India



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Course Outcomes/Course Specific Outcomes:

- I. Understand the concept, importance and role of NGOs in development.
- II. Acquire knowledge about the workings of the Voluntary sector in India.
- III. Analyze the contribution of NGOs in the development and social sector.

Suggested Readings

1. Bava, N. (Ed.). (1997). Non-government organizations in development: Theory and practice. New Delhi: Kanishka Publishers.
2. Chandra, S. (2015). Non-government organisations. Jaipur: Rawat Publications.
3. Chatterjee, A. (1998). NGOs: An alternative democracy. In H. Karlekar (Ed.), Independent India: The first fifty years. New Delhi: Indian Council for Cultural Relations and Oxford University Press.
4. Dantwala, M. L., Sethi, H., & Visaria, P. (Eds.). (1998). Social change through voluntary action. New Delhi: Sage Publications.
5. Gangrade, K. D., & Jain, S. (1995). NGOs: Retrospect and prospect. New Delhi: Friedrich Ebert Stiftung.
6. Government of India. (1994). An action plan to bring about collaborative relationship between voluntary organizations and government (CAPART). New Delhi: Government of India. <http://pcserver.nic.in/ngo/reports.aspx>
7. Government of India. (2007). Report of the steering committee on voluntary sector for the Eleventh Five-Year Plan. New Delhi: Planning Commission.
8. GOI. (2002). Report of the steering committee on voluntary sector for the Tenth Five-Year Plan. Planning Commission. <http://pcserver.nic.in/ngo/reports.aspx>
9. Handy, C. (1990). Understanding voluntary organizations: How to make them function effectively. London: Penguin Books.
10. Indian Red Cross. <http://www.indianredcross.org/>
11. Jain, N. (2009). Handbook for NGOs: An encyclopaedia for non-governmental organisations and voluntary agencies (Vols. I & II). New Delhi: Nabhi Publications.
12. Jain, R. B. (1995). NGOs in development perspective. New Delhi: Vivek Prakashan.
13. Kalima, R. (1992). Where women are leaders: The SEWA movement in India. New Delhi: Vistaar Publications.
14. Mohanty, M., & Singh, A. (2012). Voluntarism and government: Policy, programme and assistance. Voluntary Action Network India (VANI). <http://pcserver.nic.in/ngo/reports.aspx>
15. Nanavaty, M., & Kulkarni, P. (1998). NGOs in the changing scenario. New Delhi: Uppal Publishing House.
16. Oxfam India. <https://www.oxfamindia.org/>



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17. Planning Commission. (2002). Proceedings of the All India Conference on the Role of the Voluntary Sector in National Development. <http://pcserver.nic.in/ngo/reports.aspx>
18. Prasad, K. (Ed.). (2000). NGOs and socio-economic development opportunities. New Delhi: Deep and Deep Publications Pvt. Ltd.
19. Self Employed Women's Association (SEWA). <https://sewa.org/>
20. Smith-Sreen, P. (1995). Accountability in development organisations: Experiences of women organisations in India. New Delhi: Sage Publications.
21. Voluntary Action Network India (VANI). (n.d.). <https://www.vaniindia.org/>
22. Voluntary Organisations. Database and reports. <http://pcserver.nic.in/ngo/>



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Course Title: Office Management	
Course Code: MPADDOM425	Semester: IV
Course Type: DCE	Credits: 4
Teacher In-charge/Course Designed By: Dr Mir Aadil Ashraf	
Course Objectives: I. To develop a foundational understanding of office management principles, including the roles, responsibilities, and organizational structure essential for effective office operations II. To equip students with practical knowledge of office systems and procedures, such as office layout, filing, communication methods, and the use of ICT tools for efficient documentation and correspondence III. To enhance managerial and supervisory skills by introducing concepts of performance appraisal, time management, leadership, and ethical workplace behavior for effective personnel and resource management.	

Unit I: Introduction to Office Management

- Definition, Importance, and Functions of Office
- Principles of Office Management
- Office Manager: Role, Qualities, and Responsibilities
- Office Organization: Types and Structures

Unit II: Office Systems and Layout

- Office Layout and Environment: Principles, Types, and Importance
- Office Location and Accommodation
- Office Procedure and Office Manuals: Forms, Designing and Control.
- Filing and Indexing: Methods and Modern Practices

Unit III: Office Communication and Correspondence

- Meaning and Importance of Office Communication
- Types: Oral, Written, and Electronic Communication
- Internal and External Correspondence
- Use of ICT in Office Communication (e-communication, virtual meetings)

Unit IV: Office Supervision and Personnel Management

- Principles of Office Supervision
- Work Measurement, Performance Appraisal, and Job Evaluation
- Motivation, Leadership, and Conflict Resolution



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- Time Management and Ethics and Discipline in Office Management

Course Outcomes/Course Specific Outcomes:

- I. This Course Identifies and explains the fundamental concepts of office management, including office functions, organization types, and the role of the office manager
- II. Demonstrate the ability to design and manage efficient office systems, including layout planning, filing and indexing methods, and control of office procedures and forms
- III. Effectively use different modes of office communication, including oral, written, and electronic methods, and apply ICT tools in modern office environments.

Suggested Readings

1. Balanchandran, V., & Chandrasekaran. V. Office Management. Tata McGraw Hill,
2. Bhatia, R.C. Principles of Office Management. New Delhi: Lotus Press, 2005.
3. Ferrera, E.J. Fundamental of Office Management. Juta Academic, 2011.
4. Gadkari, S.S. Office Management for Public Administration. New Delhi: Concept,
5. Gibson, P. Administrative Office Management, 13th Ed. South Western Cengage
6. Keeling, B.L., & Kallaus, N.F. Administrative Office Management Southwestern Educational Pub., 1996.
7. Zone, K. Quible. Administrative Office Management. Prentice Hall, 2001
8. DuBrin, A. J. (2016). Essentials of management (10th ed.). Cengage Learning.
9. McConnell, J. H. (2016). Office management: A productivity and effectiveness guide (2nd ed.). AMACOM.
10. Mullins, L. J. (2019). Management and organisational behaviour (11th ed.). Pearson.
11. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2013). Management (6th ed.). Pearson Education India.
12. Terry, G. R., & Franklin, S. G. (2010). Principles of management (8th ed.). AITBS Publishers.
13. Gupta, C. B. (2021). Business organisation and management (21st ed.). Sultan Chand & Sons.
14. Leffingwell, W. H., & Robinson, E. M. (2015). Office management and control. Forgotten Books.
15. Sinha, P. C. (2009). Office organization and management. Anmol Publications.
16. Banerjee, B. (2005). Principles and practice of office management. Jaico Publishing House.
17. Sharma, R. C., & Krishna Mohan. (2017). Business correspondence and office management. Tata McGraw-Hill Education.
18. Mohapatra, S. (2012). Office management and technological trends: A study in modern Indian offices. Journal of Management Research, 12(1), 44–58.
19. Patel, R., & Mehta, D. (2020). Paperless office management: A digital future. International Journal of Management Studies, 7(3), 101–110. <https://doi.org/10.5958/2321-0303.2020.00122.4>
20. Aggarwal, P. (2018). Efficiency in office administration: A behavioral study. Indian Journal of Administrative Studies, 6(2), 33–42