



# NETAJI SUBHAS OPEN UNIVERSITY

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## Post Graduate Programme (PGP)

# Post Graduate Public Administration (PGPA)

### **Program Objectives**

- To consolidate and further develop the learners' conceptual and practical understanding of the domain of Public Administration and its relation to allied disciplines.
- To update the learners' existing knowledge on the various theories and concepts of public administration and to further introduce them to contemporary developments.
- To encourage learners to acquire and develop knowledge, skills and capabilities which may contribute positively to an efficient and effective system of public administration.
- To promote a more analytical understanding of the structure and functions of public organizations in their particular political, social, legal, and economic context.
- To develop the learners' ability to analyze public policies and programs, identify the problems and issues related to such policies and make pertinent recommendations for amelioration.
- To impart the students with the conceptual, entrepreneurial, and analytical skills for the acquisition of academic knowledge and practical skillset suitable for intellectual growth and employability.
- To impart knowledge on research methodology and its application and to develop a passionate and keen interest among learners for research and higher education.
- To develop a passionate and keen interest among learners so that further studies may be undertaken in the discipline which may culminate into research.
- To promote a spirit of free and objective enquiry in different fields of knowledge.
- To impart the learners with the conceptual, entrepreneurial, and analytical skills for the acquisition of academic knowledge and practical skillset suitable for

intellectual growth and employability and to develop within, courage and integrity, awareness of and sensitivity to the needs and aspirations of the society.

### **Expected Program Outcomes**

- Upon successful completion of the course, learners will have a better understanding of theories, concepts and practices relevant to public administration and its sub-fields.
- The learners will be better equipped to undertake further higher education and are expected to pursue research in the domain of public administration and related social sciences.
- Learners with strong disciplinary acumen can help contribute to various organizations to meet the ever-changing needs to the management.
- Learners with commitment to the public service values can help contribute to various public organizations to become more effective, efficient and transparent in meeting the needs of the public
- Learners will have competencies to pursue a career in the administrative services and public organizations.
- Learners will be proficient to usher in insightful innovations in the formulations of public policy both at the national and international levels.
- Learners will be able to apply their competencies of leadership, management, logical reasoning, critical thinking, intellectual rigor beyond the classroom to empathetically and positively contribute to the needs and aspirations of society.

## **Graduate Attributes**

Some of the Graduate Attributes comprising of the skills, personal qualities and understanding which all students will have the opportunity to develop through their experience at NSOU are: -

- An intellectual curiosity in the pursuit of knowledge.
- An understanding and respect for the values, principles and methods of the university, cutting across disciplinary boundaries.
- Articulation of complex ideas as per the needs and capacities of particular audiences.
- A robust multi-disciplinary approach to learning that will facilitate further strengthening of the academic community at large.
- A strong sense of ethical, social and global responsibilities.
- Productive utilization of disciplinary knowledge to contribute to the academia and society at large.
- Engagement with the scholarly community and civil society at large, for the development and achievement of broader academic and social ends.

## Curriculum Design

Course Duration: Two Years

Paper Code	Paper Type	Weightage for Assignment	Weightage for Term End	Full Marks
PGPA-I	Theory	20%	80%	100
PGPA -II	Theory	20%	80%	100
PGPA -III	Theory	20%	80%	100
PGPA-IV	Theory	20%	80%	100
PGPA- V	Theory	20%	80%	100
PGPA-VI	Theory	20%	80%	100
PGPA-VII	Theory	20%	80%	100
PGPA-VIII	Theory	20%	80%	100

# Detailed Syllabus

## PAPER- I: STATE, SOCIETY & PUBLIC ADMINISTRATION

### Module – I

- Relationship between State and Society - Relation between Politics and Public Administration (Historical Overview)
- Contending approaches to Public Administration: Social Science & Management.

### Module – II

- Evolution of the State: Liberal State – Weberian conceptualization. German Context
- Democratic State: Principles
- Managerialist State: Bureaucracy

### Module – III

- Background of Social Democratic ideology
- Basic Principles of Social Democratic State
- Principles of Socialist State and Administration
- Recent changes: Chinese experience

### Module – IV

- Emergence of the ideology of neoliberalism
- Neo-Liberalist administration in UK & USA
- Impact of Liberalization: Indian administration

# **PAPER – II: ADVANCE ADMINISTRATIVE THEORIES**

## **Module – I**

- Public Interest and the Public Sphere – Politics and public management changing scenario
- Perspective of Rawls & Habermas
- Ethics in Public Administration

## **Module – II**

- Marx on Bureaucracy
- Weber on Bureaucracy
- Riggs on Bureaucracy
- De-bureaucratizing Public Administration
- Eisenstaedt, Niskanen 'Public Choice Theories'

## **Module – III**

- New Public Administration
- New Public Management
- From Government to Governance
- Reforming Public Administration

## **Module – IV**

- Open Government and Open Society
- Changing concept of Accountability
- Transparency in Government
- Right to Information
- Citizen's Charter

# **PAPER –III: HUMAN RESOURCE MANAGEMENT**

## **Module – I**

- Concept of Human Resource (Shift from Administrative to management Concept)
- Women and Civil Service
- Reservation in Administration

## **Module – II**

- Selection (recruitment)
- Development (training)
- Human Resource Accounting
- Performance Appraisal

## **Module – III**

- Compensation
- Salary and other monetary benefits
- Leave conditions
- Terminal benefits

## **Module – IV**

- Motivation
- Discipline
- Employer – Employee relation Joint consultative machinery

# **PAPER -IV: NEW DIMENSIONS OF DEVELOPMENT ADMINISTRATION**

## **Module – I**

- Evolution of Development Administration
- 1950's Bureaucracy - Technocracy
- 1970's & 1980's Human Development concept
- 1990's Post -Development theory
- Comprehensive Development Framework (CDF)

## **Module – II**

- People's participation and Development Administration
- Concept of People's participation
- Methods of People's participation
- Hindrances to People's participation (Bureaucracy, Social power Structure, Organizational & Structural)

## **Module – III**

- Environmental Management and Development Administration
- Meaning and background
- Sustainable Development: Concept and dimension
- Inter-Governmental Aspect of Environment Management

## **Module – IV**

- Development Administration. Women and Marginalized people
- Right to Development - Gender development – Eco-Feminism
- Development Administration and Child
- Development Administration and SC/ST/OBC



# **PAPER –V: PUBLIC POLICY ANALYSIS**

## **Module – I**

- Nature and Significance of Policy: Distinction between decision-making and policy making
- Evolution of Policy Analysis: with special reference to Lasswell, Simon, Dror and Alison.
- Nature of Policy Cycle

## **Module-II**

- Rationalist Approach
- Incrementalist Approach
- Political Economy Approach
- Other Approaches

## **Module-III**

- Role of Bureaucracy
- Parties and Pressure Groups
- Media
- Role of Legislature, Executive and Judiciary

## **Module-IV**

- Policy Implementation
- Monitoring
- Evaluation
- Policy Impact and Public Response

# **PAPER-VI: FINANCIAL ADMINISTRATION**

## **Module- I**

- Nature and significance of financial administration, Distinction between Public and Private financial administration.
- Impact of neo-Liberalism on Public financial administration –Public Chose theory.
- Implications for financial administration in India (downsizing, subsidy, safety net etc.)

## **Module-II**

- Budget: Concept, evolution, tool of administrative efficiency Preparation of Budget and Role of Finance ministry Revenue deficit and Fiscal deficit. Deficit financing.
- Performance budgeting –meaning &features: measurement, PPBS, Zero-based budgeting.
- Public expenditure –determination; Public goods theory: Cost-benefit analysis: Policy of incrementalism.
- Public Debt management.

## **Module-III**

- Audit: Role of audit, Types of audit.
- Controller &Accountant General: History powers, & functions.
- Accounting: Objectives & Methods-Management accounting: Separations of audit and accounts.

## **Module-IV**

- Parliamentary control over financial administration: Budget approval: Public Accounts Committee, Estimates Committee, other financial committees.
- Centre-State financial relation in India-Finance Commission and State Finance Committees.

- Planning and financial administration-Plan and Non-Plan funds management-  
Planning machinery: Planning Commission & National Development Council Local-  
Level Planning.

## **PAPER-VII: LOCAL GOVERNMENT**

### **Module-I**

- Liberal Approach
- Neo-Liberal Approach
- Marxist Approach
- Neo-Marxist Approach

### **Module-II**

- Britain
- USA
- France
- Germany

### **Module-III**

- Centralist-Localist Tension
- Local Power Structure
- Linkage politics
- Globalization and Local Politics

### **Module-IV**

- Nature of Local Government Finance
- Local taxation (eg. property Tax and Other Taxes)
- User charges
- Non-Tax Sources of local finance (Commercial Ventures and Local bonds)

# **PAPER-VIII: GOVERNANCE AND ADMINISTRATION**

## **Module-I**

- From 'administration' to 'good governance'
- Concept of 'good governance'
- Good governance and Public Administration in the Third World
- Critique of good governance

## **Module-II**

- Accountability and good governance
- Transparency and good governance
- Citizen's charter
- Grievance Redressal Machinery

## **Module-III**

- Structural Adjustment Programme and Indian Administration
- Public Private debate in Indian Administration-Disinvestments in PSUs
- Public sector undertaking (PSU)
- E-governance as an administration technique

## **Module-IV**

- Social justice and good governance-Administration for the poor and the marginalized
- People centric public management
- Decentralized planning and governance
- Gender-targeted Administration

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