

# Syllabus

2<sup>nd</sup> Semester

**M.A. (Public Policy, Administration  
and Governance)**

NEP-2020 and Learning Outcome-based Curriculum Framework (LOCF)

*For*

*Post Graduate Program Public Policy, Administration  
and Governance*

*(To be effective from the Academic Session 2024-25)*



**Department of Political Science and Public Policy**

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*Gurugram University, Gurugram*

*(A State University established by Govt. of Haryana Act  
No. 17 of 2017)*

## Semester 2

Course Code	Course Title	Course ID	L	T	P	Credits			Total Credits	MARKS				
						L	T	P		TI	TE	PI	PE	Total
<b>Core Course(s)</b>														
CC-A05	Understanding Public Policy-II		3	1	0	3	1	0	4	30	70	0	0	100
CC-A06	Governance-II		3	1	0	3	1	0	4	30	70	0	0	100
CC-A07	Public Institutions in India		3	1	0	3	1	0	4	30	70	0	0	100
CC-A08	Public Administration: Recent Developments		3	1	0	3	1	0	4	30	70	0	0	100
<b>Discipline Specific Elective Courses</b>														
DSE-02	Human Resource Management		3	0	0	3	0	0	3	25	50	0	0	75
<b>Multidisciplinary Course(s)</b>														
MDC-02	Citizenship in Global Perspective		3	0	0	3	0	0	3	25	50	0	0	75
<b>Ability Enhancement Course(s)</b>														
AEC-02	One from Pool		2	0	0	2	0	0	2	15	35	0	0	50
<b>Skill Enhancement Course(s)</b>														
SEC-01	Effective Leadership		2	0	0	2	0	0	2	15	35	0	0	50
<b>Total Credits</b>									26					650

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**Semester II**

**CC-A 05: Understanding to Public Policy II**

	<b>Understanding to Public Policy II</b>
<b>Semester II</b>	<b>Maximum Marks: 100</b>
<b>Credits: 4 (Hrs./week:4)</b>	<b>Theory Examination: 70</b>
<b>Time: 3 hrs</b>	<b>Internal Assessment: 30</b>

**Course Outcome:**

**Explain** the evolution of public policy and development models in India post-1947.  
**Analyze** the changing Centre-State relations and the role of intergovernmental agencies in policy.

**Evaluate** the impact of international organizations on India's public policy processes.

**Create** innovative public policy models addressing inclusive, sustainable, and ICT-led development.

**Note for External Examiner:**

1. Nine Questions will be set in all and students will be required to attempt 5 questions.
2. Question No. 1 will be compulsory and will consist of 7 short answer type questions of 2 marks spread over the entire syllabus (2x7=14 marks).
3. For the remaining eight questions, students will attempt 1 out of 2 questions from each of the four units (14 marks each).

**Unit I: Evolution of public policy in India**

- Challenges of state and nation building after independence
- Model of development from 1947 to 1990
- Model of development post 1990
- Decentralisation- 73rd and 74th Amendment Acts
- Recent development models- Inclusive Development, Sustainable Development and Information and Communication Technology (ICT) led development

**Unit II: Public policy and the federal structure in India**

- Examining the federal structure of India
- Changing dynamics of Centre -States relations
- Intergovernmental agencies- Inter- state council, National Integration Council and GST Council

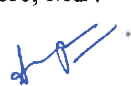
## Unit II: Public policy processes in India

- Governmental institutions involved in policy process in India
- Non-governmental institutions involved in policy process in India

## Unit IV:

- Impact Of International Organisations On Public Policy Process In India
- Evolution Of Policy Studies In India

## Suggested Readings

1. Abonyi, G., & Van Slyke, D. M. (2010). Governing on the edges: Globalization of production and the challenge to public administration in the 21st century. *Public Administration Review*, 70(S1), 33-45.
2. Anderson, J. E. (2006). *Public policy-making: An introduction*. Boston: Houghton.
3. Krueger, A. O. (Ed.). (2002). *Economic policy reforms and the Indian economy*. Chicago: University of Chicago Press.
4. Ashford, D. (Ed.). (1992). *History and context in comparative public policy*. Ithaca, NY: University of Pittsburgh Press.
5. Bardhan, P. (2008). *The political economy of development in India*. New Delhi: Oxford University Press.
6. Barker, A., & Peters, B. G. (Eds.). (1993). *The politics of expert advice: Creating, using, and manipulating scientific knowledge for public policy*. Ithaca, NY: University of Pittsburgh Press.
7. Barzelay, M. (1992). *Breaking through bureaucracy: A new vision for managing in government*. Berkeley, CA: University of California Press.
8. Bergerson, P. J. (Ed.). (1991). *Teaching public policy: Theory, research, and practice*. Westport, RI: Greenwood Press.
9. Mohapatra, B. C. (2013). *Reservation policy in India*. New Delhi: Neha Publishers & Distributors.
10. Birkland, T. A. (2005). *An introduction to the policy process: Theories, concepts, and models of public policy making*. Armonk, NY: M.E. Sharpe.
11. Boulding, C., & Wampler, B. (2010). Voice, votes, and resources: Evaluating the effect of participatory democracy on well-being. *World Development*, 38(1), 125-135.
12. Bowler, S., & Donovan, T. (2002). Democracy, institutions and attitudes about citizen influence on government. *British Journal of Political Science*, 32(2), 371-390.
13. Dev, M. (2008). *Inclusive growth in India*. Oxford Collected Essays.
14. Diamond, L. J. (1999). *Developing democracy: Toward consolidation*. Baltimore, MD: Johns Hopkins University Press.
15. Dye, T. (2008). *Understanding public policy*. Singapore: Pearson Education. 
16. Farazmand, A. (2009). Building administrative capacity for the age of rapid globalization: A modest prescription for the twenty-first century. *Public Administration Review*, 69(6), 1007-1020.

17. Ferguson, Y. H., & Mansbach, R. W. (2012). *Globalisation: The return of borders to a borderless world?* London and New York: Routledge.
18. Fischer, F. (1995). *Evaluating public policy*. Chicago: Nelson Hall.
19. Frankel, F. R. (2005). *India's political economy, 1947-2004*. New Delhi: Oxford University Press.
20. Fung, A., & Wright, E. O. (Eds.). (2003). *Deepening democracy: Institutional innovations in empowered participatory governance*. London: Verso Books.
21. Ganapathy, R. S., Ganesh, S. R., Maru, R. M., Paul, S., & Rao, R. M. (Eds.). (1985). *Public policy and policy analysis in India*. New Delhi: McGraw Hill.
22. Grindle, M. (2007). *Going local: Decentralization, participation, and the promise of good governance*. Princeton, NJ: Princeton University Press.
23. Heller, P. (2000). Degrees of democracy: Some comparative lessons from India. *World Politics*, 52(4), 484-519.
24. Isaac, T. M. T., & Heller, P. (2003). Democracy and development: Decentralized planning in Kerala. In A. Fung & E. O. Wright (Eds.), *Deepening democracy*. London: Verso Books.
25. John, P. (2012). *Analysing public policy* (2nd ed.). London: Routledge.
26. Andreasson, K. J. (2011). *Cybersecurity: Public sector threats and responses*. Boca Raton, FL: CRC Press, Taylor and Francis Group.
27. Koppell, J. (2010). Administration without borders. *Public Administration Review*, 70(s10), 46-55.
28. Lerner, D., & Lasswell, H. D. (Eds.). (1951). *The policy sciences*. Stanford, CA: Stanford University Press.
29. Letnes, B. (2007). Transnational corporations, development, and underdevelopment. In A. Farazmand & J. Pinkowski (Eds.), *The handbook of globalization, governance, and public administration* (pp. 747-756). Boca Raton, FL: CRC Press.
30. Lindblom, C. E., & Woodhouse, E. J. (1993). *The policy making process* (3rd ed.). New Jersey: Prentice Hall.
31. McCool, D. C. (Ed.). (1995). *Public policy theories, models, and concepts: An anthology*. NJ: Prentice Hall.
32. Mansuri, G., & Rao, V. (2013). *Localizing development: Does participation work?* Washington, DC: The World Bank.
33. Mathur, K., & Bjorkman, J. W. (2009). *Policy making in India: Who speaks? Who listens?* New Delhi: Har-Anand Publications.
34. Howlett, M., & Ramesh, M. (2003). *Studying public policy*. Ontario: Oxford University Press.
35. Moran, M., & Goodin, R. (2006). *The Oxford handbook of public policy*. New York: Oxford University Press.

36. Nachmias, D. (1979). *Public policy evaluation: Approaches and methods*. New York: St. Martin's Press.
37. Pateman, C. (1970). *Participation and democratic theory*. Cambridge: Cambridge University Press.
38. Sabatier, P. A. (1999). *Theories of policy process*. Boulder, CO: Westview Press.
39. Sen, S. (2007). *Popular sovereignty and democratic transformations: The constitution of India*. New Delhi: Oxford University Press.
40. Sinha, A. (2004). The changing political economy of federalism in India: A historical institutional approach. *India Review*, 3(1), 25-63.
41. Stone, D. (2008). Global public policy, transnational policy communities, and their networks. *Policy Studies Journal*, 36(1), 19-35.
42. Travers, M. (2007). *The new bureaucracy, quality assurance and its critics*. Bristol: University of Bristol.
43. Welch, E., & Wong, W. (1998). Public administration in a global context: Bridging the gaps of theory and practice between Western and non-Western nations. *Public Administration Review*, 58(1), 40-49.
44. Wu, X., et al. (2013). *The public policy primer*. London: Routledge.
45. Karake-Shalhoub, Z., & Al Qasimi, L. (2010). *Cyber law and cyber security in developing and emerging economies*. Cheltenham, UK: Edward Elgar Publishing House.



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### CC-A06: Governance II

	Governance II
Semester II	Maximum Marks: 100
Credits: 4 (Hrs./week4)	Theory Examination: 70
Time: 3 hours	Internal Assessment: 30

#### Course Outcome:

**Understand:** Students will demonstrate understanding by explaining key concepts such as civil society's historical evolution and the roles of NGOs and social movements.

**Evaluate:** This level involves assessing the impact of civil society organizations on development and society, allowing students to critically analyze their effectiveness and shortcomings.

**Analyze:** Here, students will delve deeper into neoliberal policies, examining their implications on state power and market dynamics, thereby fostering critical thinking and analytical skills.

**Create:** This level challenges students to propose novel strategies for market regulation, integrating their understanding of global economic trends and the role of states in governance.

#### Note for External Examiner:

1. Nine Questions will be set in all and students will be required to attempt 5 questions.
2. Question No. 1 will be compulsory and will consist of 7 short answer type questions of 2 marks spread over the entire syllabus (2x7=14 marks).
3. For the remaining eight questions, students will attempt 1 out of 2 questions from each of the four units (14 marks each).

#### Unit I: State and Civil Society

- Civil Society- conceptual history and issues
- Civil Society Organizations- Non-governmental Organizations, Social movements
- Civil Society and Development- State-Society Synergy, social capital

#### Unit II: State and Markets

- The 'Retreat of the State' and emergence of neoliberal markets
- Limits of state power and politics of production and trade
- Internationalisation of production and spatial mobility of capital
- Regulating markets

#### Unit III: Multi-level Governance

- Multilevel Governance: Context, institutional set up in India
- Local governance and decentralisation in India

## Unit IV: Multi-level Governance II

- Globalisation and global governance
- Global civil society and global social movements

### Suggested Readings

#### Unit I: State and Civil Society

1. Jenkins, R. (2001). Mistaking 'governance' for 'politics': Foreign aid, democracy, and the construction of civil society. In S. Khilnani & S. Kaviraj (Eds.), *Civil society: History and possibilities* (pp. 250-268). Cambridge: Cambridge University Press.
2. Jenkins, R. (2010). Non-governmental organizations. In N. G. Jayal & P. B. Mehta (Eds.), *The Oxford companion to politics in India* (pp. 401-418). Delhi: Oxford University Press.
3. Howell, J., & Pearce, J. (2001). *Civil society and development: A critical exploration*. Boulder, CO: Lynne Rienner Publishers.
4. Hulme, D., & Edwards, M. (1996). Too close for comfort? The impact of official aid on nongovernmental organizations. *World Development*, 24(6), 961-973.
5. Ostrom, E. (1996). Crossing the great divide: Coproduction, synergy, and development. *World Development*, 24(6), 1073-1087.
6. Evans, P. (1996). Government action, social capital and development: Reviewing the evidence on synergy. *World Development*, 24(6), 1119-1132.

#### Unit II: States and Markets

7. Evans, P. (1998). Transferable lessons? Re-examining the institutional prerequisites of East Asian economic policies. *Journal of Development Studies*, 34(6), 66-86.
8. Strange, S. (1988). *States and markets*. London: Blackwell.
9. Strange, S. (1996). *The retreat of the state: The diffusion of power in the world economy* (pp. 3-90). Cambridge: Cambridge University Press.
10. Strange, S. (1998). *Mad money: When markets outgrow governments*. Ann Arbor, MI: University of Michigan Press.
11. Watson, M. (1999). Rethinking capital mobility, re-regulating financial markets. *New Political Economy*, 4(1), 55-75.
12. Helleiner, E. (2010). A Bretton Woods moment? The 2007-2008 crisis and the future of global finance. *International Affairs*, 86(3), 619-636.
13. Kohli, A., Moon, C., & Sorensen, G. (Eds.). (2004). *States, markets and just growth: Development in the twenty-first century*. Tokyo/New Delhi: United Nations University Press/Rawat.

### Unit III: Multi-level Governance

14. Bache, I., & Flinders, M. (2004). *Multilevel governance*. Oxford: Oxford University Press.
15. Hooghe, L., & Marks, G. (2003). Unravelling the central state, but how? Types of multi-level governance. *American Political Science Review*, 97(2), 233–243.
16. Hooghe, L., & Marks, G. (2001). Types of multi-level governance. *European Integration Online Papers (EIoP)*, 5(11), October. Available from: <http://ssrn.com/abstract=302786> or <http://dx.doi.org/10.2139/ssrn.302786>.
17. Papadopoulos, Y. (2007). Problems of democratic accountability in network and multilevel governance. *European Law Journal*, 13(4), 469–486.
18. Whitman, J. (2005). *The limits of global governance*. Abingdon, Oxon: Routledge.



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**CC-A07: Public Institutions in India**

	<b>Public Institutions in India</b>
<b>Semester II</b>	<b>Maximum Marks: 100</b>
<b>Credits: 4 (Hrs./week:4)</b>	<b>Theory Examination: 70</b>
<b>Time: 3 hrs</b>	<b>Internal Assessment: 30</b>

**Course Outcome:**

**Remember and Understand:** Students will define and describe public institutions, their functions, and the federal structure in India, including central, state, and district institutions.

**Apply and Analyze:** Students will apply knowledge of constitutional authorities to analyze their roles and impacts on governance.

**Evaluate:** Students will evaluate the effectiveness of non-constitutional and regulatory authorities in fulfilling their mandates.

**Create:** Students will design proposals to improve the functionality and effectiveness of a selected public institution or authority.

**Note for External Examiner:**

1. **Nine Questions will be set in all and students will be required to attempt 5 questions.**
2. **Question No. 1 will be compulsory and will consist of 7 short answer type questions of 2 marks spread over the entire syllabus (2x7=14 marks).**
3. **For the remaining eight questions, students will attempt 1 out of 2 questions from each of the four units (14 marks each).**

**Unit I: Public Institutions in India**

- Public Institution: Meaning and Importance, Functions and Types of Public Institutions.
- Federalism in India.
- Central Public Institutions: Parliament, Executive and Judiciary – structures, functions, and work processes.
- State and District Institutions: State Legislature, Secretariat and Directorate,

**Unit II: Constitutional Authorities**

- Union Public Service Commission,
- Election Commission of India,
- Finance Commission,
- National Commission for Schedule Caste, Schedule Tribes & Backward Classes,
- Comptroller and Auditor General of India,
- Attorney General of India,
- Railways
- University Grants Commission.

18. Dhavan, R., & Saxena, R. (2006). Republic of India. In K. Le Roy & C. Saunders (Eds.), *A global dialogue on federalism: Legislative, executive, and judicial governance in federal countries* (Vol. 3). McGill-Queen's University Press.
19. Dua, B. D., & Singh, M. P. (Eds.). (2003). *Federalism in the new millennium*. Manohar.
20. Arora, B., & Verney, D. (Eds.). (1995). *Multiple identities in a single state: Indian federalism in a comparative perspective*. Konark Publishers.
21. Mahajan, G. (2005). Indian exceptionalism or Indian model: Negotiating cultural diversity and minority rights in a democratic nation-state. In W. Kymlicka & B. He (Eds.), *Multiculturalism in Asia* (pp. 288-313). Oxford University Press.
22. Saxena, R. (2013). Intergovernmental relations in India. In M. Sabharwal & E. M. Berman (Eds.), *Public administration in South Asia: India, Bangladesh, and Pakistan*. CRC Press.
23. Tillin, L. (n.d.). Asymmetrical federalism. In S. Choudhary (Ed.), *Federalism and comparative politics*.
24. Khosla, M., & Mehta, P. B. (Eds.). (2016). *The Oxford handbook of the Indian constitution*. Oxford University Press.
25. Saxena, R. (2018). Asymmetrical federalism in India: Promoting secession or accommodating diversity? In A. Gagnon & M. Burgess (Eds.), *Revisiting unity and diversity in federal countries: Changing concepts, reform proposals and new institutional realities*. Brill Nijhoff.
26. Dua, B. D., Singh, M. P., & Saxena, R. (Eds.). (2006). *Indian judiciary and politics: The changing landscape*. Manohar.
27. Srikrishna, B. N. (2016). Judicial independence. In S. Choudhary, M. Khosla, & P. B. Mehta (Eds.), *The Oxford handbook of the Indian constitution*. Oxford University Press.
28. Dhavan, R. (2006). Governance by judiciary: Into the next millennium. In B. D. Dua, M. P. Singh, & R. Saxena (Eds.), *Indian judiciary and politics: The changing landscape*. Manohar.
29. Shankar, S. (2010). India's judiciary: Imperium in imperio? In P. Brass (Ed.), *Routledge handbook of South Asian politics*. Routledge.
30. Baxi, U. (1980). *The Supreme Court in Indian politics*. Eastern Book Company.
31. Dua, B. D. (2006). India: A study in executive-judicial relations revisited. In B. D. Dua, M. P. Singh, & R. Saxena (Eds.), *Indian judiciary and politics: The changing landscape*. Manohar.
32. Manor, J. (Ed.). (1994). *Nehru to the nineties: The changing office of prime minister in India*. Viking.
33. Singh, M. P., & Saxena, R. (2011). Union executive: A cabinet or a cabal? In *Indian politics: Constitutional foundations and institutional functioning*. PHI.
34. Panandiker, V. A. P., & Mehra, A. K. (1996). *The Indian cabinet: A study in governance*. Konark Publishers.
35. Shankar, B. L., & Rodrigues, V. (2014). *The Indian Parliament: A democracy at work*. Oxford University Press.
36. Jayal, N. G. (2006). *Representing India: Ethnic diversity and governance of public institutions*. Palgrave Macmillan.
37. Pai, S., & Kumar, A. (2014). *The Indian Parliament: A critical appraisal*. Orient Blackswan.
38. Morris-Jones, W. H. (1957). *Parliament in India*. University of Pennsylvania Press.

### **Unit III: Non-Constitutional Authorities**

- NITI Aayog
- National Human Rights Commission
- Central Information Commission
- Central Vigilance Commission
- Central Bureau of Investigation
- National Investigation Agency
- Lok Pal and Lok Ayuktas

### **Unit IV: Regulatory Authorities**

- TRAI
- Reserve Bank of India
- NABARD
- National Green Tribunal
- BIS (Bureau of Indian Standard)

### **Suggested Readings:**

1. Kapur, D., Mehta, P. B., & Vaishnav, M. (2017). Rethinking public institutions in India. Oxford University Press.
2. Kapur, D., & Mehta, P. B. (2007). Public institutions in India: Performance and design. Oxford University Press.
3. Basu, D. D. (2022). Introduction to the constitution of India (26th ed.). Educational Publishers.
4. Rai, V. (2019). Rethinking good governance: Holding to account India's public institutions. Rupa Publications.
5. Arora, R. K., & Goyal, R. (2002). Indian public administration. Vishwa Prakashan.
6. Avasthi, A., & Avasthi, S. (2020). Indian administration. Lakshmi Narain Aggarwal.
7. Maheshwari, S. R. (2004). Indian administration. Orient Longman.
8. Kataria, S. (2009). Indian public administration. National Publishing House.
9. Bajoria, R. (2018). The story of the Reserve Bank of India. Rupa Publications.
10. Arora, R. K., & Goyal, R. (1997). Indian public administration. Vishwa Prakashan.
11. Austin, G. (2009). Indian constitution. Oxford University Press.
12. Sharma, M. P., & Sadana, B. L. (2010). Public administration in theory and practice. Kitab Mahal.
13. Arora, B., Kailash, K. K., Saxena, R., & Suan, H. K. K. (2013). Indian federalism. In K. C. Suri & A. Vanaik (Eds.), Indian democracy: ICSSR research surveys and explorations in political science (Vol. 2). Oxford University Press.
14. Saez, L. (2002). Federalism without a centre: The impact of political and economic reforms on India's federal system. Sage Publications.
15. Singh, M. P., & Saxena, R. (2015). Federalizing India in the age of globalization. Primus Books.
16. Mukherji, N., & Arora, B. (Eds.). (1992). Federalism in India: Origins and development. Vikas Publishing House.
17. Swenden, W., & Saxena, R. (2017). Rethinking central planning: A federal critique of the Planning Commission. India Review, 16(1), 42-65.

39. Austin, G. (2000). The Supreme Court and the struggle for custody of the constitution. In B. N. Kirpal et al. (Eds.), Supreme but not infallible: Essays in honour of the Supreme Court of India. Oxford University Press.
40. Mehta, P. B. (2007). India's unlikely democracy: The rise of judicial sovereignty. The Journal of Democracy, 18(2), 56-70.
41. Ramachandran, R. (2000). The Supreme Court and the basic structure doctrine. In B. N. Kirpal et al. (Eds.), Supreme but not infallible: Essays in honour of the Supreme Court of India (pp. 105-133). Oxford University Press.
42. Krishnaswamy, S. (2008). Democracy and constitutionalism in India: A study of the basic structure doctrine. Oxford University Press.
43. Thiruvengadam, A. K. (2018). The constitution of India: A contextual analysis. Bloomsbury.
44. Hasan, Z. (Ed.). (2004). Parties and party politics in India (2nd ed.). Oxford University Press.
45. Dua, B. D., Singh, M. P., & Saxena, R. (Eds.). (2014). Indian Parliament: The changing landscape. Manohar.
46. Debroy, B., & Hazra, A. K. (2007). Judicial reforms in India: Issues and aspects. Academic Foundation.
47. Wadhwa, D. C. (2008). Endangered constitutionalism: Documents of a Supreme Court case. Gokhale Institute of Politics and Economics.

### **Suggested Websites**

<https://www.upsc.gov.in/>

<https://eci.gov.in/>

<https://fincomindia.nic.in/>

<http://ncsc.nic.in/>

<http://ncst.nic.in/>

<http://www.ncbc.nic.in/Home.aspx?ReturnUrl=%2f> <https://cag.gov.in/en/page-cag-of-india>

<https://www.niti.gov.in/>

<https://nhrc.nic.in/>

<https://cic.gov.in/>

<https://www.cvc.gov.in/>

<https://cbi.gov.in/>

<https://www.nia.gov.in/>

<https://www.rbi.org.in/>

<https://www.ugc.ac.in>

<https://parliamentofindia.nic.in/>

<https://www.india.gov.in/>

**Suggested E-Learning:** e-PGPathshala, e- gyankosh, Consortium for Educational Communication

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**CC- A 08: Public Administration: Recent Developments**

	<b>Public Administration: Recent Developments</b>
<b>Semester II</b>	<b>Maximum Marks: 100</b>
<b>Credits: 4 (Hrs./week:4)</b>	<b>Theory Examination: 70</b>
<b>Time: 3 hrs</b>	<b>Internal Assessment: 30</b>

**Course Outcome:**

**Understand and Apply:** Students will apply their understanding of bureaucratic accountability, market-based approaches, and civic engagement to real-world administrative scenarios.

**Analyze:** Students will analyze the impact of organizational changes like learning organizations, network organizations, business process re-engineering, and performance management systems.

**Evaluate:** Students will evaluate the effects of digitization on public administration, including e-government, e-participation, cyber security, and social media.

**Create:** Students will design a pandemic governance strategy and explore the use of artificial intelligence in managing pandemics, based on comparative case studies.

**Note for External Examiner:**

1. **Nine Questions will be set in all and students will be required to attempt 5 questions.**
2. **Question No. 1 will be compulsory and will consist of 7 short answer type questions of 2 marks spread over the entire syllabus (2x7=14 marks).**
3. **For the remaining eight questions, students will attempt 1 out of 2 questions from each of the four units (14 marks each).**

**Unit I: Enhancing Public Administration**

- Bureaucratic Accountability
- Use of market based approach in administration
- Civic Engagement

**Unit II: Changes in Organisations**

- Learning organisations
- Network organisations
- Business Process Re-engineering
- Performance Management System
- Data management

**Unit III: Digitization and public administration**

- E- government
- E- participation
- Cyber Security
- Impact of social media

## **Unit IV: Pandemic Governance & Artificial Intelligence**

- What is Pandemic Governance?
- Comparative analysis of selected states of India,
- Case Study of the United States of America, China,
- What is AI? AI in Government: Application and Challenges.

### **Suggested Readings**

#### **Unit I: Enhancing Public Administration**

##### **1. Bureaucratic Accountability**

- Sharma, M. P., & Sadana, B. L. (1988). *Public administration in theory and practice*. Allahabad: Kitab Mahal.
- Goel, S. L. (2003). *Public administration: Theory and practice*. New Delhi: Deep and Deep Publications.

##### **2. Use of Market-Based Approach in Administration**

- Bhattacharya, M. (1991). *Public administration: Structure, process, and behavior* (2nd ed.). Calcutta: World Press.
- Basu, R. (2004). *Public administration: Concepts and theories* (4th ed.). New Delhi: Sterling Publishers.

##### **3. Civic Engagement**

- Jain, R. B. (2001). *Public administration in India: 21st century challenges for good governance*. New Delhi: Deep and Deep Publications.

#### **Unit II: Changes in Organisations**

##### **1. Learning Organisations**

- Maheshwari, S. R. (2000). *Administrative thinkers*. New Delhi: Macmillan.
- Senge, P. M. (1990). *The fifth discipline: The art & practice of the learning organization*. New York: Currency Doubleday

##### **2. Network Organisations**

- Prasad, D. R., Prasad, V. S., & Satyanarayana, P. (Eds.). (1998). *Administrative thinkers*. New Delhi: Sterling Publishers.
- Powell, W. W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behavior*, 12, 295-336.

##### **3. Business Process Re-engineering**

- Avasthi, A., & Maheshwari, S. R. (1988). *Public administration*. Agra: Laxmi Narain Aggarwal.
- Hammer, M., & Champy, J. (1993). *Reengineering the corporation: A manifesto for business revolution*. New York: Harper Business.

#### 4. Performance Management System

- Ali, S. (1998). *Eminent administrative thinkers*. New Delhi: Associated Publishing House.
- Armstrong, M., & Baron, A. (2005). *Managing performance: Performance management in action*. London: CIPD Publishing.

#### 5. Data Management

- Sharma, M. P., & Sadana, B. L. (1988). *Public administration in theory and practice*. Allahabad: Kitab Mahal.
- Laudon, K. C., & Laudon, J. P. (2016). *Management information systems: Managing the digital firm* (14th ed.). Upper Saddle River, NJ: Pearson.

### Unit III: Digitization and Public Administration

#### 1. E-Government

- Singh, S. N. (2010). *E-Governance: Issues and challenges*. New Delhi: Concept Publishing Company.
- Heeks, R. (2006). *Implementing and managing eGovernment: An international text*. Thousand Oaks, CA: Sage Publications.

#### 2. E-Participation

- Goel, S. L. (2003). *Public administration: Theory and practice*. New Delhi: Deep and Deep Publications.
- Macintosh, A., & Whyte, A. (Eds.). (2010). *E-participation in Southern Europe and the Balkans: Issues of democracy and participation via electronic media*. Hershey, PA: IGI Global.

#### 3. Cyber Security

- Gupta, P. K., & Sharman, R. (2013). *Information security and cyber laws*. New Delhi: Excel Books.
- NIST Special Publication 800-53. (2020). *Security and privacy controls for information systems and organizations*. Gaithersburg, MD: National Institute of Standards and Technology.

#### 4. Impact of Social Media

- Basu, R. (2004). *Public administration: Concepts and theories* (4th ed.). New Delhi: Sterling Publishers.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59-68.

## **Unit IV: Pandemic Governance & Artificial Intelligence**

### **1. What is Pandemic Governance?**

- Mishra, R. (2020). *Governance in pandemic times: Reflections on the Indian scenario*. New Delhi: Academic Foundation.
- World Health Organization. (2017). *Pandemic influenza risk management: A WHO guide to inform and harmonize national and international pandemic preparedness and response*. Geneva: World Health Organization.
- Thakur, D. (2021). *COVID-19 pandemic and governance in India: Public health, public policy, and pandemic politics*. London: Routledge.

### **2. Comparative Analysis of Selected States of India**

- Basu, R. (2004). *Public administration: Concepts and theories* (4th ed.). New Delhi: Sterling Publishers.
- Kumar, R. (2020). *COVID-19 Pandemic and Governance: A comparative study of India with other countries*. New Delhi: Springer.

### **3. Case Study of the United States of America, China**

- Bhatnagar, S. C. (2004). *E-government: From vision to implementation – A practical guide with case studies*. New Delhi: Sage Publications.
- Lee, E. (2021). *COVID-19 Pandemic and Government Responses: A comparative study of the US and China*. New York: Routledge.

### **4. What is AI? AI in Government: Application and Challenges**

- Dey, B. (2018). *Artificial intelligence and its impact on public administration*. New Delhi: Prentice-Hall of India
- Chui, M., Manyika, J., & Miremadi, M. (2016). Where machines could replace humans—and where they can't (yet). *McKinsey Quarterly*, 4, 1-13.

241/PPAG/DS201

**DSE-02: Human Resource Management**

241/PPAG/DS201	Human Resource Management
Semester II	Maximum Marks: 75
Credits: 3 (Hrs./week:3)	Theory Examination: 50
Time: 3 hrs	Internal Assessment: 25

**Course Outcome:**

**Understand:** Student will understand HRM's strategic role in organizations.

**Apply:** Student will apply recruitment, training, and compensation techniques.

**Analyze:** Student will analyze performance management and labor laws.

**Evaluate:** Student will evaluate the impact of technology on HRM practices.

**Note for External Examiner:**

1. Seven Questions will be set in all and students will be required to attempt 4 questions.
2. Question No. 1 will be compulsory and will consist of 7 short answer type questions of 2 marks spread over the entire syllabus (2x7=14 marks).
3. For the remaining six questions, students will attempt 1 out of 2 questions from each of the three units (12 marks each).

**Unit 1: Introduction of Human Resource Management**

1. Overview of HRM Strategic
2. Human Resource Management
3. Role of HRM in organisations

**Unit 2: Understand Process I**

1. Recruitment and Selection
2. Training and Development
3. Compensation and benefits

**Unit 3: Understand Process II**

1. Performance Management
2. Employee relations and Labour laws
3. Technological advancements in HRM

### Suggested Readings:

1. Aguinis, H. (2019). *Performance Management* (4th ed.). Pearson Education.
2. Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). Kogan Page.
3. Armstrong, M., & Baron, A. (2005). *Managing Performance: Performance Management in Action*. CIPD Publishing.
4. Blanchard, P. N., & Thacker, J. W. (2019). *Effective Training: Systems, Strategies, and Practices* (6th ed.). Pearson Education.
5. Boxall, P., & Purcell, J. (2016). *Strategy and Human Resource Management* (4th ed.). Palgrave Macmillan.
6. Breugh, J. A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*, 18(3), 103-118.
7. Budd, J. W. (2017). *Labor Relations: Striking a Balance* (5th ed.). McGraw-Hill Education.
8. Cascio, W. F. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10th ed.). McGraw-Hill Education.
9. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson Education.
10. Gatewood, R. D., Feild, H. S., & Barrick, M. (2015). *Human Resource Selection* (8th ed.). Cengage Learning.
11. Kaufman, B. E. (2020). *Theoretical Perspectives on Work and the Employment Relationship*. Industrial Relations Research Association.
12. Martocchio, J. J. (2019). *Strategic Compensation: A Human Resource Management Approach* (10th ed.). Pearson Education.
13. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). *Compensation* (12th ed.). McGraw-Hill Education.
14. Noe, R. A. (2017). *Employee Training and Development* (7th ed.). McGraw-Hill Education.
15. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Fundamentals of Human Resource Management* (8th ed.). McGraw-Hill Education.
16. Parry, E., & Tyson, S. (2018). *Technology, Organizations, and Work: Workplace Change and the Digital Frontier*. Routledge.
17. Schuler, R. S., & Jackson, S. E. (2008). *Strategic Human Resource Management* (2nd ed.). Wiley-Blackwell.
18. Stone, D. L., & Dulebohn, J. H. (2013). Emerging issues in theory and research on electronic human resource management (eHRM). *Human Resource Management Review*, 23(1), 1-5.

