

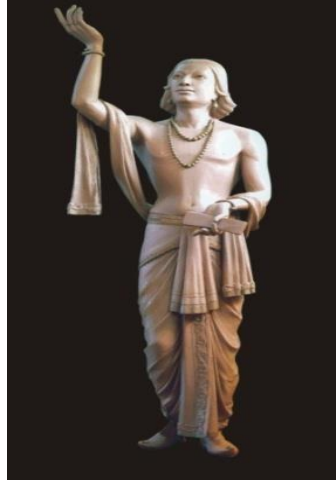


# Kavikulaguru Kalidas Sanskrit University, Ramtek

University established by State Government of Maharashtra and UGC Recognized u/s 2f and 12B

**Ramtek Office:** Administrative Building, Mauda Road, Ramtek - 441106, Dist. Nagpur

**Nagpur Office:** 05 Floor, NIT Commercial Complex, Near Morbhavan, Sitabuldi, Nagpur 44001



## Program Curriculum (Syllabus)

**Program Name:- M.A. ( Public Administration)**  
**Choice Based Credit System (CBCS Pattern)**

(AS 2023-2024 onwards as per NEP-2020)

Sr.no.		
1.	Name of the Program	M. A. in Public Administration
2.	Name of the Faculty	Ancient Indian Science and Humanities
3.	Name of the Board of Study	Board of Administrative Services
4.	Program Pattern (CBCS/Annual/)	CBCS
5.	Program Duration	2 Year
6.	Program Type (Master/Bachelor)	Masters
7.	Program Level (PG/ UG/ PG Diploma/ Diploma/ Certificate etc.	PG Course
8.	Evaluation system (Grade System) Yes/No	Yes
9.	Follow credit System (Yes/No)	Yes
10.	Program total credits	80
11.	Program total marks	2000

12.	Mode of Learning (Regular/ Distance learning)	Regular
13.	External Students (Yes/No)	No
14.	Medium of Instructions	Marathi, Hindi, English
15.	Medium of Examination	Marathi, Hindi, English
16.	Eligibility	Any Graduate
17.	Program Description	<p>The syllabus framed for M.A.Public Administration (Part-I and Part-II) from the Academic Year 2023-2024 is in accordance with the instruction given in CBCS pattern. The syllabus is divided into mandatory and elective courses. The program is designed to provide student an overall learning experience both in theory as well as hands on experience in research, presentation and internships or apprenticeships. The program has a major component of research in the form of field and research projects giving them more exposure to hand on research. Mandatory Courses fulfill the requirement of syllabus for specialization in Public Administration. It also takes into account recent developments in public administration. The duration of the Program is of Two Years and is divided into four semesters.</p>
18.	Program Objectives	<p>1) To achieve an effectiveness and Efficiency in an Organization.  2) The students will be familiar with the mechanism operating in the major political institutions and agencies for creation and implementation of public policy.</p>
19.	Program Outcome	<p>1) To develop extensive knowledge amongst the students about the emerging issues and ideas in Public Administration in relation to global, national, regional and local government administration and participation of various stakeholders in the structures, functions and processes.  2) The students will be able to develop abilities to illustrate the major theories of Public Administration and critical thinking.  3) To enhance the aptitude of students about contemporary developments in the discipline and the paradigm shift in the discipline.</p>
20.	Subject (under which subject the program is included in the Faculty as per the University Notification no. 131 dtd	<b>Public Administration</b>

	11.03.2020)	
21.	Program Code	MAPA
22.	Program Abbreviation	MAPA
23.	Internship duration	As per the UGC norms

Year	Internal		Theory		Other		Total		Credits	Remarks
	Max	Passing	Max	Passing	Max	Passing	Max	Passing		
First Year (Sem I & II)	200	80	720	288	80	32	1000	400	40	
Second Year (Sem III & IV)	200	80	640	256	160	64	1000	400	40	
Final Total	400	160	1360	544	240	96	2000	800	80	

First Year - Semester I														
Course Code	Course name	Course Short Name	Teaching hours per week	Tutorial (*T)/ Practical (*P) per week		Internal		Theory		Other		Subject Total		No. of Credits
						(Practical/ Diss. / Viva/ Oral/ Test/ Sessional etc.)						(in case of joint passing)		(if Credit System is applicable)
						A		B		C		A + B + C		
				T	P	Max	Passing	Max	Passing	Max	Passing	Max	Passing	
MAPA1-01	Introduction to Public Administration	IPA	4	4	-	20	08	80	32	-	-	100	40	4
MAPA1-02	Indian Administration	IA	4	4	-	20	08	80	32	-	-	100	40	4
MAPA1-03	Research Methodology	RM	4	4	-	20	08	80	32	-	-	100	40	4
MAPA1-04(A) Elective	Office Management	OM	4	4	-	20	08	80	32	-	-	100	40	4
MAPA1-04(B) Elective	Panchayati Raj Administration in India	PRI												
MAPA1-05	Kautilya's Arthashastra	KA	4	4	-	20	08	80	32	-	-	100	40	4

First Year - Semester II														
Course Code	Course name	Course Short Name	Teaching hours per week	Tutorial (*T)/ Practical (*P) per week		Internal		Theory		Other		Subject Total		No. of Credits
						(Practical/ Diss. / Viva/ Oral/ Test/ Sessional etc.)						(in case of joint passing)		(if Credit System is applicable)
						A		B		C		A + B + C		
				T	P	Max	Passing	Max	Passing	Max	Passing	Max	Passing	
MAPA2-01	Financial Administration	FA	4	4	-	20	08	80	32	-	-	100	40	4
MAPA2-02	Administrative Thinkers and Thought	ATT	4	4	-	20	08	80	32	-	-	100	40	4
MAPA2—03	Internship / Apprenticeship		4	4	-	20	08	--	--	80	32	100	40	4

First Year - Semester II														
Course Code	Course name	Course Short Name	Teaching hours per week	Tutorial (*T)/ Practical (*P) per week		Internal		Theory		Other		Subject Total		No. of Credits
						(Practical/ Diss. / Viva/ Oral/ Test/ Sessional etc.)						(in case of joint passing)		(if Credit System is applicable)
						A		B		C		A + B + C		
				T	P	Max	Passing	Max	Passing	Max	Passing	Max	Passing	
Elective MAPA2-04 (A)	Urban Governance in India	UGI	4	4	-	20	08	80	32	-	-	100	40	4
Elective MAPA2 - 04(B)	State and District Administration in Maharashtra	SDAM												
MAPA2-05	Ramayan / Bhagavad Geeta	-												
First Year Total			40	40	-	200	80	720	288	80	32	1000	400	40

Second Year - Semester III														
Course Code	Course name	Course Short Name	Teaching hours per week	Tutorial (*T)/ Practical (*P) per week		Internal		Theory		Other		Subject Total		No. of Credits
						(Practical/ Diss. / Viva/ Oral/ Test/ Sessional etc.)						(in case of joint passing)		(if Credit System is applicable)
				A		B		C		A + B + C				
T	P	Max	Passing	Max	Passing	Max	Passing	Max	Passing	Max	Passing			
MAPA3-01	Development Administration and Social Concerns	DASC	4	4	-	20	8	80	32	-	-	100	40	4
MAPA3-02	Public Policy	PP	4	4	-	20	8	80	32			100	40	4
MAPA3-03	Comparative Public Administration	CPA	4	4	-	20	8	80	32			100	40	4
Elective MAPA3-04(A)	Economic & Planning Administration in India	EPAI	4	4	-	20	8	80	32	-	-	100	40	4
Elective MAPA3-04(B)	Ethical Concerns in Public Administration	ECPA												
MAPA3-05	Research Project	RP	-	-	-	20	8	-	-	80	32	100	40	4

[illegible]

				<b>T</b>	<b>P</b>	<b>Max</b>	<b>Passing</b>	<b>Max</b>	<b>Passing</b>	<b>Max</b>	<b>Passing</b>	<b>Max</b>	<b>Passing</b>	
MAPA4-01	Personnel Administration	PA	4	4	-	20	8	80	32	-	-	100	40	4
MAPA4-02	Local Self Government in India	LSG	4	4	-	20	8	80	32	-	-	100	40	4
MAPA4-03	Social Welfare Administration in India	SWAI	4	4	-	20	8	80	32	-	-	100	40	3
Elective MAPA4-04(A)	E- Governance	EG	4	4	-	20	8	80	32	-	-	100	40	3
Elective MAPA4-04(B)	Human Resource Management	HRM												
MAPA4-05	Dissertation		-	-	-	20	8	-	-	80	32	100	400	6
	<b>Second Year Total</b>		<b>28</b>	<b>28</b>	<b>-</b>	<b>200</b>	<b>80</b>	<b>640</b>	<b>256</b>	<b>160</b>	<b>64</b>	<b>1000</b>	<b>400</b>	<b>40</b>
<b>Final Total</b>			<b>80</b>	<b>80</b>	<b>-</b>	<b>400</b>	<b>160</b>	<b>1360</b>	<b>544</b>	<b>240</b>	<b>96</b>	<b>2000</b>	<b>800</b>	<b>80</b>

**Notes:-**

- 1) Passing Percentage is 40% as per the decision taken by BOS and Academic Council.
- 2) As per the decision taken in the BOS 20%, Sanskrit content is included in the Syllabus.

## **M. A. Public Administration:-**

### **Introduction –**

The syllabus framed for M.A. Public Administration (Part-I and Part-II) from the Academic Year 2024-2025 is in accordance with the instruction given in CBCS pattern. The syllabus is divided into four types of courses, core courses, elective courses, skill enhancement courses and audit courses. Core Courses fulfill the requirement of syllabus for specialization in Public Administration. It also takes into account recent developments in public administration. Skill based and elective courses from the syllabus cater the needs of skill development in the students. Audit courses contribute to the overall development of student's personality. In this world of globalization, the nature of job has become hybrid. Therefore, students are required such education which will help them in getting jobs in various sectors apart from teaching. The duration of the Programmed is of Two Years and is divided into four semesters.

This Syllabus is revised keeping in view requirements of students appearing for UPSC/MPSC, NET, SET & Other qualifying examinations. It also takes into account recent development in Public Administration. The syllabus divided into four semester, students will study five papers for I and II SEM and Four Papers for III and IV Semester.

<b>M.A. Part -I: Sem- I</b>	
<b>Core Papers</b>	
<b>Course no.</b>	<b>Title of the Course</b>
Compulsory - <b>Paper- I</b>	Introduction to Public Administration
<b>Paper- II</b>	Indian Administration
<b>Paper- III</b>	Research Methodology - I
<b>(Elective) Choose any one from the following:</b>	
<b>Paper- IV</b>	Office Management <b>OR</b> Panchayati Raj Administration in India
Compulsory - <b>Paper-V</b>	Kautilya's Arthashastra
<b>M.A. Part -I: Sem- II</b>	
<b>Core Papers</b>	
<b>Course no.</b>	<b>Title of the Course</b>
Compulsory - <b>Paper- I</b>	Financial Administration in India
<b>Paper- II</b>	Administrative Thinkers and Thought
<b>Paper- III</b>	Internship / Apprenticeship
<b>(Elective) Choose any one from the following:</b>	
<b>Paper- IV</b>	Urban Governance in India <b>OR</b> State and District Administration in Maharashtra
Compulsory - <b>Paper-V</b>	Ramayan / BhagavatGeeta

<b>M.A. Part -II: Sem- III</b>	
<b>Core Papers</b>	
<b>Course no.</b>	<b>Title of the Course</b>
Compulsory – <b>Paper- I</b>	Development Administration and Social Concerns
<b>Paper- II</b>	Public Policy
<b>Paper- III</b>	Comparative Public Administration
<b>(Elective) Choose any one from the following:</b>	
<b>Paper- IV</b>	Economic & Planning Administration in India <b>OR</b> Ethical Concerns in Public Administration
Compulsory- <b>Paper-V</b>	Research Project
<b>M.A. Part -II: Sem- IV</b>	
<b>Core Papers</b>	
<b>Course no.</b>	<b>Title of the Course</b>
Compulsory - <b>Paper- I</b>	Personnel Administration
<b>Paper- II</b>	Local Self Government in India
<b>Paper- III</b>	Social Welfare Administration in India
<b>(Elective) Choose any one from the following:</b>	
<b>Paper- IV</b>	E- Governance <b>OR</b> Human Resource Management
Compulsory - <b>Paper-V</b>	Dissertation



## **Program Name: -M. A. Public Administration**

The performance of the learners shall be evaluated into two components. Internal Assessment shall assess the learner's performance with 20% marks in the first component by conducting the Semester End Examinations with 80% marks in the second component. The allocation of marks for the Internal Assessment and Semester End Examinations are as shown below:-

### **a) Internal Assessment - 20% for each course.**

<b>Sr.No.</b>	<b>Particulars</b>	<b>Marks</b>
1	One periodical class test held in the given semester	05
2	Subject specific Term Work Module / Assessment modes - at least two - as decided by the department in the beginning of the Semester (like Extension / field / Experimental work, Short Quiz; Objective test, lab practical, open book test etc and written assignments, Case study, Projects, Posters and exhibits etc. for which the assessment is to be based on class presentations wherever applicable) to be selflessly assessed by the teacher/s concerned.	05
3	Active participation in routine instructional deliveries (and in practical work, tutorial, field work etc as the case may be)	05
4	Overall conduct as a responsible learner, mannerism, articulation, and exhibit of leadership qualities in organizing related academic activities.	05

**Attach the Syllabus in detail here along with the list of reference books and Paper pattern**

Note: Please mention the following details for each course of each semester

- 1. Course name: M. A. Public Administration**
- 2. Course Mode: Regular**
- 3. Course Type: Compulsory/ Elective**
- 4. Course Credits: 80**

## **Syllabus scheme of M.A. Public Administration for KKSU, Ramtek (2023-24)**

First Year (2 Sem x 20 credits)

### **First Semester - I (3 core + 2 elective +1 Sanskrit )**

<b><u>MAPA1: 01</u></b>	<b>Introduction to Public Administration</b>
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#### **UNIT-I**

Introduction: Meaning, scope, and significance of Public Administration, Wilson's vision of Public Administration, Evolution of the discipline, and its present status. New Public Administration, Public Choice approach; Challenges of liberalization, Privatization, Globalization; Good Governance: concept and application; New Public Management.

#### **UNIT-II**

Basic Concepts and Principles of Organization - Theories systems, contingency; Structure and forms: Ministries and Departments, Corporations, Companies; Boards and Commissions; Ad hoc, and advisory bodies; Headquarters and Field relationships; Regulatory Authorities; Public-Private Partnerships.

#### **UNIT-III**

Accountability and Control - Concepts of accountability and control; Legislative, Executive, and Judicial control over administration; Citizen and Administration; Role of media, interest groups, voluntary organizations; Civil society; Citizen's Charters; Right to Information; Social audit.

#### **UNIT-IV**

Public Administration and Governance – Government and governance, good governance concept, evolution and applications, democratic governance – concept and conceptualization, e-government, e-governance and m-governance

#### **Recommended Readings:**

1. Avasthi and Maheshwari, Public Administration, LaxmiNarain Aggarwal, Agra,2010.
2. Mohit Bhattacharya: New Horizons of Public Administration, Jawahar Publishers, New Delhi, 2010.
3. Rumki Basu, Public Administration-Concepts and Theories, Sterling Publishers Pvt. Ltd., New Delhi, 2007.
4. H. George Frederickson and Kevin B. Smith, Public Administration Theory Primer, Rawat Publications, Jaipur, 2008.
5. Raymond W. Cox III, Susan J. Buckad, Betty N. Morgan, Public Administration in Theory and Practice, Pearson Education, New Delhi, 2005.
6. Hoshier Singh & Pardeep Sachdeva, Administrative Theory, Kitab Mahal, New Delhi, 2005.
7. M.P. Sharma and B. L. Sadana, Public Administration in Theory and Practice, Kitab Mahal, Allahabad, 1988.
8. J.D. Straussman, Public Administration, Holt, Rinehart and Winslow, New York, 1985.
9. A.R. Tyagi, Public Administration-Principles and Practices, Atma Ram & Sons, Delhi, 1992.
10. S. L. Goel, Public Administration-Theory & Practice, Deep & Deep Publications, New Delhi, 2003.
11. C. P. Bhambhari, Public Administration- Theory and Practice, Jaiparkash Nath Publishers, Meerut, 1993.
12. Dr. B. L. Fadia, Public Administration, Sahitya Bhawan Publications, Agra, 2010.
13. Nicholas Henry, Public Administration and Public Affairs, Prentice-Hall of India Pvt. Ltd. New

Delhi,2002

14. Jack Rabin, W. B. Hildreth & G. J. Miller (eds.), Handbook of Public Administration, Marcel Dekker, Inc., New York, 1998.
15. Marc Holzer & Richard W. Schweser, Public Administration: An Introduction, PHI Pvt. Ltd., New Delhi, 2011.
16. Felix A. Nigro, Modern Public Administration, Harper and Row, New York, 1970.
17. Dhameja, Alka (ed.), Contemporary Debates in Public Administration, New Delhi; Prentice- Hall India 2003.
18. Medury, Uma, Public Administration in the Globalization Era, New Delhi; Orient Blackswan, 2010.
19. Shafritz Jay M. (ed.), Defining Public Administration, Jaipur; Rawat Publications, 2007.
20. N. R. Inamdar, Lokprashashan, SadhanaPrakashan, Pune, 1975.(Marathi)
21. P. B. Patil, Lokprashashan, PhadkePrakashan, Kolhapur, 2002.(Marathi)
22. P. M. Bora and ShyamSirsath, Lokprashashanshastra, Vidya Books, Aurangabad, 2013. (Marathi)
23. SamskritVagvilas - I (published by KKSU).

<b><u>MAPA1-02</u></b>	<b>Indian Administration</b>
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### UNIT-I

Evolution of Indian Administration from Mauryan administration to Contemporary Administration. Philosophical and constitutional framework of government, constitutionalism and its value premises. Federalism.

### UNIT-II

Union and State: significance, composition and functioning of executive, legislature and judiciary at union and state level. Evolution of Basic Structure Doctrine. Centre state relations and its historical trend.

### UNIT-III

Evolution of Indian planning mechanism – from Planning Commission to NITI Ayog, Relevance and changing nature of planning in post LPG era. Role, composition, and functioning of NITI Ayog. Decentralized, bottom-up approach of planning – DPC and MPC.

### UNIT-IV

Significant issues in Indian administration – Values in Public Services, Regulatory Commission, Problems of administration in coalition government, citizen and administration interface, corruption and administration, Disaster Management.

#### Recommended Readings:

1. Kuldeep Mathur, From Government to Governance, National Book Trust, New Delhi, 2010.
2. Hoshier Singh, Indian Administration, Kitab Mahal, New Delhi, 2004.
3. S.R. Maheshwari, Indian Administration, Orient Longman, Delhi, 2005.
4. S.R. Maheshwari, Public Administration in India, Oxford University Press New Delhi, 2005.
5. Padma Ramchandran, Public Administration in India, National Book Trust, New Delhi, 2006.
6. Ashok Chanda, Indian Administration, George Allen & Unwin, London, 1958.
7. S.R. Maheshwari, State Governments in India, Orient Longman, Delhi, 2005.
8. Bibek Debroy (ed.), Agenda for Improving Governance, New Delhi, Academic Foundation, New Delhi, 2004.
9. Devesh Kapur and Pratap Bhanu Mehta (eds.), Public Institutions in India, OUP, New Delhi, 2005.
10. M.I. Khan, District Administration in India, Anmol Publication, New Delhi, 1997.
11. Kamala Prasad, Indian Administration-Politics, Policies and Prospects, Pearson Education, New Delhi, 2000.
12. K. R. Bang, Bharatiya Prashashan, Vidya Books, Aurangabad, 2004. (Marathi)
13. Satish Dandge, Bharatiya Prashashan, Chinmay Prakashan, Aurangabad, 2007. (Marathi)
14. Mahav Godbole, Prashashanache Pailu, Vol. I and II, Shreevidya Prakashan, Pune, 1999 and 2000. (Marathi)
15. Shyamsunder Waghmare and others, Bhartiya Prashasanachi Roopresha, Rajmudra Prakashan, Latur, 2008. (Marathi).
16. Kautilya Arthashastra, Chaukhamba Publication, Varanasi.

Administration in Chanakya Nitih [https://www.google.com/acck?sa=l&ai=DChcSEwiNoK\\_3lbvpAhUPtpYKHUavCe4YABAEgJ0bA&sig=AOD64\\_1iZnn1udCMA\\_umnS8zx5UmM6ssdg&ctype=5&q=&ved=2ahUKEwi5tKX3lbvpAhVOzjgGHXcnBi8Q9aACegQIDBBX&adurl](https://www.google.com/acck?sa=l&ai=DChcSEwiNoK_3lbvpAhUPtpYKHUavCe4YABAEgJ0bA&sig=AOD64_1iZnn1udCMA_umnS8zx5UmM6ssdg&ctype=5&q=&ved=2ahUKEwi5tKX3lbvpAhVOzjgGHXcnBi8Q9aACegQIDBBX&adurl)

**UNIT-I**

Social Research: Meaning, Objectives, types and utility; Importance of research in Public Administration; Problem of Research in Public Administration. Research Methods in Social Sciences: Experimental Method; Statistical Method; Case Study Method and Survey Method.

**UNIT-I**

Ingredients of Research: Selection of Research Problem; Hypothesis: Meaning, Formulation, Types, Verification, Testing, and utility of hypothesis; Variables: Identification of Variables, Problem of selection, Correlating variables and measurement of variables.

**UNIT-I**

Research Design: Meaning and Significance; Descriptive Design; Explanation Designs and Sampling Design-Types and selection of samples. Methods of Data Collection: Interview Method; Observation Method; Questionnaire; Schedule and Documentary Sources-Meaning, Published and Unpublished.

**UNIT-I**

Data Analysis: Data Processing, Mode and Median Methods of Data Analysis. Using Computer Software- Statistical Analysis Packages (e.g. SPSS), Spreadsheets, Database Management Systems. . Report Writing: Meaning and Significance in research.

**Recommended Readings:**

1. Elizabethann O'Sullivan and Gary R. Rassel, *Research Methods for Public Administrations*, Longman Publishers, USA, 1995.
2. A.R. Tyagi, *Scientific Method in Public Administration*, Harper and Row, London, 1970.
3. J. K. Chopra (Ed.) *Problem of Research in Public Administration*, Commonwealth Publishers, New Delhi, 2004.
4. Goode & Hatte, *Methods of Social Research*, New Delhi, McGraw Hill Book Company, 1987.
5. T.S. Wilkinson & P.L. Bhandarkar, *Methodology and Techniques of Social Research*, Bombay Himalaya Publication, 1982.
6. Ram Ahuja, *Research Methods*, Rawat Publications, New Delhi, 2003.
7. S. Sarantakos, *Social Research*, McMillan Press Ltd. London, 1998
8. Jay D. White & Guy B. Adams (Ed.), *Research in Public Administration, Reflections on Theory & Practice*, Sage Publications, New Delhi, 1994.
9. Pauline V. Young, *Scientific Social Survey & Research*, New Delhi, Prentice Hall of India, 1979.
10. P.L. Bhandarkar, *Samajik Sanshodhan Padhati*, Maharashtra Vidhyapeeth Granth Nirmithi Mandal Nagpur, 1980. (Marathi)
11. R.N. Ghatole, *Samajik Sanshodhan Padhati: Tatve Ani Padhati*, Mangesh Prakashan, Nagpur 1992. (Marathi)
12. Bhodhankarva Aloni, *Samajik Sanshodhan Padhati*, Shri Sainath Prakashan, Nagpur, 1999. (Marathi)

### **UNIT-I**

Office-Meaning and Functions and Importance; Office Manager- Qualifications, Functions, Duties and Responsibilities; Scientific Office Management

### **UNIT-II**

Location of Office; Office Building; Office Layout; Office Environment; Office Organization, Office Services

### **UNIT-III**

Office System and Procedures; Office Manuals- Forms, Designing and Control

### **UNIT-IV**

Records Management- Filing, Classification, Indexing and Preservation of Records; Office Communication- Types, Modern Communication System;

Office Correspondence and Mail Services; Role of Public Relations Officer

#### ***Recommended Readings:***

1. R.C. Bhatia (2019): *Principles of Office Management*, New Delhi: Lotus Press.
  2. I. M. Sahai (2019): *Office Management*, SahityaBhawan Publications, Agra.
  3. R.K. Chopra (2017): *Office Management*, Himalaya Publishing House, Mumbai.
  4. R.K. Chopra & Ankita Chopra (2006): *Office Management*, Himalaya Publishing House, Mumbai.
  5. Arora, S.P. (2009): *Office Organisation and Management*, New Delhi: Vikaspublishing House.
  6. Balanchandran, V. & Chandrasekaran, V. (2009): *Office Management*, New Delhi: Tata McGraw Hill.
  7. Bhatia, R.C. (2005): *Principles of Office Management*. New Delhi: Lotus Press.
  8. Chopra, R.K. (2010): *Administrative Office Management*, New Delhi: Himalaya Publishing House.
  9. Dubey, N.B. (2009): *Office Management*, New Delhi: Global India Publications.
  10. Gadkari, S.S. (1997): *Office Management for Public Administration*. New Delhi: Concept.
  11. Thukaram, M.E., (2000): *Office Organization and Management*, New Delhi: Atlantic Publishers and Distributors.
  12. Zone, K. Quible (2001): *Administrative Office Management*. New Delhi: Prentice Hall.
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### **UNIT-I**

Evolution of Panchayati Raj in India: Pre-British Period, British Period and Post Independence Period; Decentralization and Panchayati Raj. Features and implications of 73<sup>rd</sup> Constitutional Amendment Act, 1992 and PESA Act, 1996

### **UNIT-II**

Composition, functions and problems of *Zilla Parishad*, *Panchayat Samiti* and *Gram Panchayat*; Organization and Functions of Union Ministries of Rural Development and Panchayati Raj, Ministry of State Rural Development; Personnel and financial management of Panchayati Raj Institutions

### **UNIT-III**

*Rural development Agencies*: District Planning Committee; District Rural Development Agency. Rural Development: *Institutions and agencies since Independence*; *Rural development programmes: foci and strategies*; Pradhan Mantri Gram Sadak Yojana, Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Sant Gadge Baba Gram Swachata Abhiyan.

### **UNIT-IV**

Experiments in Rural Development: (i) Water Resources- Jalbiradari (Rajendra Singh), (ii) Village Development- Mendha Lekha (Gadchiroli)/ Hivare Bazar (Ahmednagar) Reservation for Disadvantaged Groups Women and their participation in Panchayati Raj.

#### **Recommended Readings:**

1. Kuldeep Mathur, Panchayati Raj, Oxford University Press, New Delhi, 2013.
2. M. Aslam, Panchayati Raj in India, National Book Trust, New Delhi, 2007.
3. Vinod Vyasulu, Panchayats, Democracy and Development, Rawat Publications, New Delhi, 2003.
4. S. L. Goel and Shalini Rajneesh, Panchayati Raj in India- Theory and Practice, Deep & Deep Publications, New Delhi, 2006.
5. S.R. Maheswari: Local Government in India, Lakshmi Naran Agarwal, Agra, 2003.
6. L. C. Jain, Decentralization and Local Governance, Orient Longman, New Delhi, 2005.
7. Rakesh Hooja and Sunil Dutt, Fifty years of Panchayati Raj and Decentralized Development, IIPA, New Delhi, 2010.
8. Das Purnendu Sekhar (ed.), Decentralized Planning and Participatory Development, New Delhi; Concept Publishing Company, 2005.
9. Hooja Rakesh and K.K. Parnani (ed.), Development Administration and Rural Development, New Delhi; Aalekh Publishers, 2006.
10. Krishnamurthy J., Rural Development: Challenges and Opportunities, Jaipur; Rawat Publications, 2000.
11. Singh Katar, Rural Development: Principles, Policies and Management, New Delhi; Sage Publication, 2009.
12. Singh Satyajit & Pradeep Sharma (ed.), Decentralization: Institutions and Politics in Rural India, New Delhi; Oxford University Press, 2007.
13. Shyam Shrisath & Bhagwansingh Bainade, Panchayati Raj ani Nagri Prashasan, Vidya Books, Aurangabad, 2014 (Marathi).
14. Pradnyabharatiyam, (Gramageetamrutam) Published by Janardan Swami

**UNIT-I**

Kautilya's Arthashastra-An Introduction; Principles of Public Administration; Machinery of administration; Constitution and Functions of the ministry; Provincial and Local Administration; Theories of the origin of the state and the seven elements of the state (Saptanga); Significance of Kautilya's Arthashastra Today

**UNIT-II**

Principles of foreign Policy-Mandala Theory, Covert Operations, Creating the Secret Service, Internal Security; Revenue Administration; Problems of taxation and Views on Corruption; Comparison of Weber's Model with Kautilya's Arthashastra

**UNIT-III**

Personnel Administration-Concept of Civil Services and its Regulations; Salaries and Punishment of Government Servants; The Departments of the Government- Its Heads and their Responsibilities; Industry Officials; Trade and Transport Officials; Officials Controlling Leisure Activities

**UNIT-IV**

Kautilya's views on Leadership; Qualities of a leader, Functions and role of a leader, Motivation and Communication; Ethics and Values laid down by Kautilya, Views of Kautilya and Machiavelli on State and Politics

**Recommended Readings:**

1. Rangarajan, L. N. (Edited, Rearranged, Translated and Introduced), *Kautilya-The Arthashastra*, Penguin Books India (P) Ltd, 1992.
2. Boesche, Roger. *The First Great Political Realist: Kautilya and His Arthashastra*, United States, Lexington Books, 2003.
3. Shrikant, Prasoon, *ChanakyaNitiEvamKautilyaArthshastra*, V&S Publishers, Delhi, 2012.
4. Suresh, R., *Arthashastra of Kautilya: Relevance in the 21st Century*, Delhi, VII Books India, 2021.
5. Mitra, Subrata K., *Kautilya'SArthashastra: An Intellectual Portrait: The Classical Roots Of Modern Politics In India*, New Delhi, Rupa Publications, 2017.
6. Bisht, Medha, *Kautilya'sArthashastra: Philosophy of Strategy*, United Kingdom, Routledge, 2019.
7. Shamashastry, R. *Kautikya'sAthtashastra*, Padam Printers, Mysore, 1999.
8. Radhakrishnanpillai, Corporate Chanakya, Mumbai: Jaico Publishing House, 2012



**UNIT-I**

Kautilya's Arthashastra-An Introduction; Principles of Public Administration; Machinery of administration; Constitution and Functions of the ministry; Provincial and Local Administration; Theories of the origin of the state and the seven elements of the state (Saptanga); Significance of Kautilya's Arthashastra Today

**UNIT-II**

Principles of foreign Policy-Mandala Theory, Covert Operations, Creating the Secret Service, Internal Security; Revenue Administration; Problems of taxation and Views on Corruption; Comparison of Weber's Model with Kautilya's Arthashastra

**UNIT-III**

Personnel Administration-Concept of Civil Services and its Regulations; Salaries and Punishment of Government Servants; The Departments of the Government- Its Heads and their Responsibilities; Industry Officials; Trade and Transport Officials; Officials Controlling Leisure Activities

**UNIT-IV**

Kautilya's views on Leadership; Qualities of a leader, Functions and role of a leader, Motivation and Communication; Ethics and Values laid down by Kautilya, Views of Kautilya and Machiavelli on State and Politics

**Recommended Readings:**

1. Rangarajan, L. N. (Edited, Rearranged, Translated and Introduced), *Kautilya-The Arthashastra*, Penguin Books India (P) Ltd, 1992.
2. Boesche, Roger. *The First Great Political Realist: Kautilya and His Arthashastra*, United States, Lexington Books, 2003.
3. Shrikant, Prasoon, *ChanakyaNitiEvamKautilyaArthshastra*, V&S Publishers, Delhi, 2012.
4. Suresh, R., *Arthashastra of Kautilya: Relevance in the 21st Century*, Delhi, VII Books India, 2021.
5. Mitra, Subrata K., *Kautilya'SArthashastra: An Intellectual Portrait: The Classical Roots Of Modern Politics In India*, New Delhi, Rupa Publications, 2017.
6. Bisht, Medha, *Kautilya'sArthashastra: Philosophy of Strategy*, United Kingdom, Routledge, 2019.
7. Shamashastry, R. *Kautikya 'sAthtashastra*, Padam Printers, Mysore, 1999.
8. Radhakrishnanpillai, Corporate Chanakya, Mumbai: Jaico Publishing House, 2012

**Semester - II (2 core + 1 elective+1 Sanskrit  
+Internship/apprenticeship)**

**MAPA2-01**  
**Compulsory**

**Financial Administration in India**

**UNIT-I**

Introduction to Financial Administration - Overview of financial administration in the public sector, Evolution of financial administration practices in India, Legal and regulatory framework for financial administration in India, Role and responsibilities of financial administrators,

**UNIT-II**

Budgeting and Financial Planning - Concepts and principles of public budgeting, Budgeting process in India: formulation, execution, and monitoring, Performance budgeting and outcome-based budgeting, Financial planning techniques and tools in public administration.

**UNIT-III**

Budget and Parliamentary Control - Role of the Parliament in the budgetary process, Legislative scrutiny of the budget in India, Parliamentary committees and their role in budget oversight, Public accountability through budgetary control mechanisms, Introduction to the GST Council and its role in fiscal governance, Impact of Goods and Services Tax (GST) on public finances and financial administration

**UNIT-IV**

Public Expenditure Management - Principles of public expenditure management, Budgetary control and financial accountability, Public procurement and contracting, Financial management in capital projects and infrastructure development, Overview of the Monetary Policy Committee (MPC) in India, Role of the Reserve Bank of India (RBI) in monetary policy formulation and implementation, Interaction between fiscal and monetary policies in the context of financial administration

**Recommended Readings:**

1. M J K Thavaraj, *Financial Administration in India*, Delhi, Sultan Chand & Sons, 1996.
2. A. Sarapa, *Public Finance in India*, Kanishka Publishers Distributors, New Delhi, 2004.
3. G. S. Lal, *Financial Administration in India*, New Delhi, HPJ Kapoor, 1987.
4. RuddarDutt & K. P. Sundharam, *Indian Economy*, New Delhi, S. Chand & Co., 2017
5. M.Y.Khan and P.K.Jain, *Finance Management*, New Delhi, Tata McGraw Hill, 1982.
6. R. N. Srivastave, *Management of Financial Institutions*, Bombay, Himalaya Publishing House, 1988
7. S. L. Goel, *Public Financial Administration*, New Delhi, Deep & Deep Publications, 2004.
8. Manjusha Shanna & O. P. Bohra, *Bhartiya Lok Vitta Prashasan*, Ravi Books, Delhi, 2005.
9. V.P.Verma, *Financial administration-Concept and Issues*, Alfa Publication, New Delhi, 2008.
10. K. R. Bang, *Vittiya Prashashan*, Vidya Books, Aurangabad, 2005. (Marathi)
11. Kautilya Arthashastra, Chaukhamba Prakashan, Varanasi.
12. <https://www.amazon.in/Kautilyas-Arthashastra-Financial-Management-Governance/dp/1935785249>

**UNIT-I**

Woodrow Wilson:- Administration and Politics; as two distinct domain  
F. W. Taylor: - Scientific Management  
Henry Fayol: - Principles of Management

**UNIT-II**

Karl Marx :-  
Max Weber: - Theory of Bureaucracy and its critics,  
MP Follett: - dynamic Administration and Leadership  
Elton Mayo: - Human Relation Theory  
CI Bernard:-Functions and Executives

**UNIT-III**

Herbart Simon,:- Decision Making  
F.W. Riggs: - Ecology and Administration, Riggsian Model  
Fredrik Herzberg: - two- Factor Theory  
Abraham Maslow: - Hierarchy of Needs  
Douglas McGregor: - X-Y Theory

**UNIT-IV**

Kautilya:- Saptang Theory, Principles of Public Administration, Machinery of Administration, Constitution and functions, of Ministry, Principles of Foreign Policy  
M.K Gandhi: - Foundation of Administrative Thought, Ideal State, Village Penchant's and Administration  
Nehru :- Socialism and Administration, Democracy and Decentralization, Civil Service and Administration, Views on Planning and Public Sector

**Recommended Readings:**

1. Prasad, Prasad, Satyanarayana & Pardhasaradhi, *Administrative Thinkers*, Sterling, New Delhi, 2016.
2. R. N. Singh, *Management Thoughts and Thinkers*, S. Chand & Co. Ltd., New Delhi, 2010.
3. S. R. Maheshwari, *Administrative Thinkers*, MacMillan, New Delhi, 1998.
4. Sum Sun Nisa Ali, *Eminent administrative Thinkers*, Associate Publishing House, New Delhi, 1990.
5. S. L. Goel, *Administrative and Management Thinkers*, Deep & Deep Publications, New Delhi, 2008.
6. F.W. Taylor, *Scientific Management*, Harper & Brothers Pub., New York, 1947.
7. Henri Fayol, *General and Industrial Management*, Sir Isaac Pitman & Sons Ltd., London, 1959.
8. Chester Barnard, *The functions of the executive*, Cambridge, Massachusetts Harvard University Press, USA, 1972.
9. Herbert Simon, *Administrative Behaviour*, The Free Press, New York, 1976.
10. M P Follett, *Dynamic Administration*, Sir Isaac Pitman & Sons Ltd., London, 1963.
11. Reinhard Bendix, *Max Weber-An Intellectual Portrait*, Methuen & Co. Ltd., London, 1969.
12. Surendra Katariya, *Prashasanik Chintak*, RBSA Publishers, Jaipur, 2007. (Hindi)
13. Shyam Sirsath, Jitendra Wasnik & Bhagwansingh Bainade, *Prashashkiyaani Vavashtapa n Vicharvant*, Vidya Books, Aurangabad, 2011, (Marathi).
14. R. K. Saprú, *Administrative Theories and Management*, PHI, New Delhi, 2008.
15. Bhagavad-gita As it is -b with Govind Bhashya commentary by Shri Baladeva Vidyabhushana, *The Bhaktivedant Book Trust, Hare Krishna Land, Juhu, Mumbai-49*.

<b><u>MAPA2-03</u></b> <b>Compulsory</b>	<b><u>Internship/Apprenticeship</u></b>
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The students shall undergo Internship / Apprenticeship for 3 weeks in semester-III of the programme. They shall spend the said period in the institution to upgrade themselves for skill development, and the report and certificate of the same has been submitted to the Head of the Department. The students must complete Internship / Apprenticeship of 4 credits during the Third semester of the Second year. The Internship / Apprenticeship must be completed within three weeks of its commencement. The students must confirm their Internship / Apprenticeship with the letter of confirmation. They shall prepare and submit the comprehensive report of Internship / Apprenticeship they undergo on day to day basis. The report submitted to the Department shall carry 80 marks and the internal assessment (include presentation of the report and viva-voce) on the same will carry 20 marks.

The students shall be sent to them in a single batch or in groups of suitable size to gain, the first-hand knowledge and experience of the working of Government or Private offices/Institutions. This exercise will be conducted under the supervision and guidance of the concerned officers working in different departments of the Office/Institutions. In which the student will spend the time at the offices/Institutions to understand the administrative procedures, functioning, administrative problems and hurdles, accounting procedures, financial problems, training & capacity building, case studies of various departments, best practices etc.

**UNIT-I**

Municipal Governance: Evolution and Main features; The Indian Scenario of urbanization; 74th Constitutional Amendment.

**UNIT-II**

**Organizational Framework for Urban Governance:** Structure, Composition and Functions of Metropolitan Committees, Municipal Corporations, Municipal Councils, Cantonment Boards and Nagar Panchayats; Special Purpose Urban Authorities; District Planning Committee; Municipal Planning Committee.

**UNIT-III**

**Issue Areas in Urban Governance:** Rural-Urban relations; Globalization and Urban governance; Municipal Personnel System; Municipal Finances; Sources of Finance of Municipal Bodies; Urban Governance in Action- Chennai, Mumbai, Kolkata and Delhi

**UNIT IV**

Urban Development Agencies: City and Industrial Development Corporation (CIDCO); Housing and Urban Development Corporation (HUDCO); Maharashtra Housing and Area Development Authority (MHADA)

Programmes: Slum Improvement Programme; Jawaharlal Nehru National Urban Renewal Mission; Solid Waste Management, SMART Cities, Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Deendayal Antyodaya Yojana- National Urban Livelihoods Mission (DNULM).

**Recommended Readings:**

1. S.R. Maheswari (2020): *Local Government in India*, Lakshmi Narain Agarwal, Agra.
2. R. K. Pandey, Bidyut Chakrabarty (2018): *Local Governance in India*, Sage Publications, New Delhi.
3. Pardeep Sachdeva (2011): *Local Government in India*, Pearson, Delhi.
4. Bhatnagar K. K. and K.K. Gadeock (2007): *Urban Development and Administration*, New Delhi: Rawat Publications.
5. Nishith Raj and Richa Varmani (2007): *Urban Governance in India: Challenges and Prospects*, New Delhi: New Royal Book Company.
6. Rao C. Nagaraj and G. Sai Prasad (2007): *Accountability of Urban Local Governments in India*, New Delhi: Atlantic Publishers.
7. Sivarama Krishnan K.C., Amitabh Kundu and B.N. Singh (ed.) (2007): *The Oxford Handbook of Urbanization in India*, New Delhi, Oxford University Press.
8. Neeraj Gopal Jayal, Amit Prakash and Pradeep K. Sharma (2007): *Local Governance in India Decentralization and Beyond*, Oxford University Press, New Delhi.
9. Pranab Bardhan and Dilip Mookherjee (ed), (2007): *Decentralization and Local Governance in Developing Countries: A Comparative perspective*, Oxford University Press, New Delhi.
10. Jain L.C. (ed.) (2005): *Decentralization and Local Governance*, New Delhi, Orient Longman.
11. श्यामशिरसाठ आणि भगवानसिंग बैनाडे (२०१४): *पंचायतीराज आणि नागरी प्रशासन*, विद्याबुक्स, औरंगाबाद.

<b><u>MAPA2-04 (B)</u></b> <b>Elective</b>	<b>State and District Administration in Maharashtra</b>
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### **UNIT-I**

Maharashtra State: Formation of Maharashtra State; Features of Administration of Maharashtra. State Administration: Governor, Chief Minister and Council of Ministers; State Secretariat; Chief Secretary; Directorates; Divisional Commissioner State Legislature: Structure and Functions of Vidhan Sabha and Vidhan Parishad

### **UNIT-II**

High Court: Organization, Independence, Jurisdiction and powers; Subordinate Courts. Organization and functions of the Department of Home, Finance and Agriculture; Constitutional and Statutory Bodies of Maharashtra: Maharashtra Public Service Commission; Lokayukta; Advocate-General; State Election Commission; State Finance Commission; YASHADA (Yashwantrao Chavan Academy of Development Administration).

### **UNIT-III**

District Administration: History of District Administration; The Component part of District Administration; Collectorate; Functions of District Collector and his Changing Role; District Police Administration.

### **UNIT-IV**

Revenue Administration in the District: Role of District Collector in Revenue Administration; Role and Functions of Sub-Divisional Officer, Tehasildar and Talathi

### **Recommended Readings:**

1. S. S. Gadkari, Organization of the State Government of Maharashtra, Himalaya Publishing House, Mumbai, 1990.
2. K. R. Bang, Maharashtra Prashaskiya Vayvashta, Vidya Books, Aurangabad, 2012. (Marathi)
3. C. G. Ghangrekar, Maharashtra Prashashan, Vidya Prakashan, Nagpur. (Marathi)
4. B. L. Bholey and Kishor Bedkihal (ed), Badalata Maharashtra-Sathottar Parivartanacha Magowa, Dr. Babasaheb Ambedkar Akademi, Satara, 2003. (Marathi)
5. Arun Sadhu, Maharashtra, National Book Trust, New Delhi, 2007.
6. Shivarajyodayam, S.B. Varnekar, published by Chaukhamaba Prakashan, Varanasi.

**UNIT-I**

Valmiki Ramayan, Ayodhya Kand, Adhyay -1, प्रथमसर्गः, श्लोक १ ते १५.

**UNIT-II**

Valmiki Ramayan, Ayodhya Kand, Adhyay -19, नवदशसर्गः, श्लोक ३० ते ८४.

**UNIT-III**

Bhagavatgeeta, Chapter-1 - प्रथमाध्यायः, भगवद्गीता.

**UNIT-IV**

Bhagavatgeeta, Chapter-1 - द्वितीयध्यायः, भगवद्गीता.

**Recommended Readings:** 1) वाल्मीकीय — रामायणम् — अयोध्या काण्डम्, सम्पादक — पं.

रामलभाया, डीएवी कॉलेज, लाहोर, प्रकाशक.

(available on Archive.com)

2) श्रीमद्भगवद्गीता — गीताप्रेस, गोरखपुर संस्करण.

## **Semester - III (3 core + 1 elective + Research Project)**

**MAPA3-01**  
**Compulsory**

**Development Administration and Social Concerns**

### **UNIT-I**

Introduction to Development Administration and Social Concerns - Evolution of development administration in the context of globalization and liberalization, The role of development schemes in addressing social concerns, Concepts and theories related to social groups and their intersectionality, Ethical considerations and human rights perspectives in development administration,

### **UNIT-II**

Social Impact Assessment and Policy Evaluation - Social impact assessment methodologies and tools, Approaches to evaluating the impact of developmental schemes on social groups, Policy evaluation frameworks and indicators for social concerns, Case studies on the evaluation of development policies and their social impact

### **UNIT-III**

Gender and Development - Gender mainstreaming in development administration, Gender-based analysis of developmental schemes and policies, Intersectionality and its implications for gender-responsive development, Addressing gender disparities and promoting women's empowerment through development initiatives

### **UNIT-IV**

Inclusive Development and Marginalized Groups - Inclusive development approaches and policies, Impact of developmental schemes on marginalized groups (e.g., indigenous communities, rural populations, ethnic minorities), Social inclusion and empowerment of marginalized groups in development administration, Challenges and strategies for promoting social justice and equity in the liberalized world

### **Recommended Readings:**

1. George F. Grant, Development administration: Concepts, Goals and Methods, The University of Wisconsin Press, Wisconsin, 1979.
2. Faisal S. A. Al-Salem, The ecological dimension of development administration, Associated Publishing House, New Delhi, 1977.
3. Mohit Bhattacharya, Development Administration, World Press, Kolkata, 1997.
4. R. K. Saprú, Development Administration, Sterling Publishers Pvt. Ltd, New Delhi, 2013.
5. S. A. Palekar, Development Administration, PHI Learning Pvt. Ltd, New Delhi, 2012.
6. Irwing, Swndlow (ed.), Development Administration: Concepts and Problems, Syracuse: NY Syracuse University Press, 1963.
7. Preeta Joshi, Vikash Prashashan, RBSA, Jaipur, 1991.
8. J. D. Montgomery & William J. Siffin, Approaches to Development, Politics, Administration and Change, McGraw-Hill Book Co., New York, 1966.
9. Rajani Kothari, Rethinking Development - In search of Human Alternatives, Ajanta Publications, New Delhi, 1988.
10. C Bryant and Louise White, Managing Development in the Third World, Westview Press, Boulder, 1982.
11. K. R. Bang, Vikas Prashashan, Vidya books, Aurangabad, 2004. (Marathi)



12. ArvindVaze, VikasPrashashan, PrachiPrakashan, Mumbai, 1995. (Marathi)
13. Bhagavad-gita As it is - with GovindBhashya commentary by  
ShrilaBaladevaVidyabhushana ,TheBhaktivedant Book Trust,Harekrishna  
Land,Juhu,Mumbai-49.
14. **Mahadevan, B., (2013).** "Inspirational Leadership: Perspectives from Gītā",  
Chapter 13 in Sanskrit and Development of World Thought, KutumbaSastry V.  
(Ed)., D K Print World, New Delhi, pp 201 - 212.

**UNIT-I**

Introduction to Public Policy – meaning, natures, types and importance of Public Policy, evolution of public policy and policy sciences, Approaches and perspectives of Public Policy, Public Policy and Public Administration.

**UNIT-II**

Public Policy Approaches, Model and its critique. Herbert Simon – rational approach to policy decision making. Charles Lindblom – Analytical Policy Making Model. Yehezkel Dror – Normative Optimum Model of Policy Analysis. Harold Lasswell – Policy Making Approach.

**UNIT-III**

Stages of Public Policy Processes – Policy process – an introduction, problem identification and agenda setting, concept of policy formulation, institutions of policy formulation. Concept of policy legitimization / adoption, concept and institutions of policy implementation, Policy impact assessment.

**UNIT-IV**

Globalization and public policy making – opportunity and challenges :- Globalization – its evolution and forces driving it, institutions of global governance and policy making (IMF, WB, UN, WTO, IAEA etc.), limitations and challenges of these institutions. Case study of globalization and its challenges before agriculture policies of India.

**Recommended Readings:**

1. Sapru, R K (2019): *Public Policy- Formulation, Implementation and Evaluation*, Prentice Hall of India: New Delhi.
2. R. K. Sapru (2017): *Public Policy- A Contemporary Perspective*, Sage: New Delhi.
3. Chakraborty, Bidyut and Chand, Parkash (2016): *Public Policy: Concept, Theory and Practice*, Sage: New Delhi.
4. Kuldeep Mathur (2015): *Public Policy And Politics In India*, Oxford University Press: New Delhi.
5. Sapru, R K (2011): *Public Policy: Art and Craft of Policy Analysis*, Prentice Hall of India: New Delhi.
6. Johar & Gupta (2021): *Public Policy and Administration in India*, Vishal Publishing Co., New Delhi.
7. Anderson, J E (2005): *Public Policy Making*, Houghton Mifflin: New York.
8. Ayyar, Vaidyanathan R V (2009): *Public Policy Making in India*, Pearson: New Delhi.

9. Chakraborti, Rajesh (2017): *Public Policy in India*, Oxford University Press: New Delhi.
  10. Dye, Thomas (2002): *Understanding Public Policy*, Pearson: Singapore /New Delhi.
  11. Dror.Y (1983), *Public Policy Reexamined*, New Jersey, Transaction Publishers
  12. BirklandThomas.A(2011), *An Introduction to the Policy Process*, New Delhi, PHI Learning Private Limited.
  13. E. Lindblom Charles(1968), *The Policy Making Process*, New Jersey, Prentice Hall
  14. PTR Ganapathy R.S (1985), *Public Policy and Policy Analysis in India*, New Delhi, Sage Publications
  15. Peters Guy.B (2018): *Policy Problems and Policy Design*, Edward Elgar Publishing
  16. Bardach Eugene (2005), *A Practical Guide For Policy Analysis: The Eightfold Path To More Effective Problem Solving*, CQ Press.
  17. Weimer L David(2017), *Policy Analysis : Concepts and Practice*, Routledge Publishers
  18. Hill Michael(2013), *The Public Policy Process*, Taylor & Francis Mazmanian
  19. Sabatier A Paul and Weible Christopher(2014), *Theories of the Policy Proces*, Avalon Publishing
  20. Miller J Gerald and Fischer Frank(2017), *Handbook of Public Policy Analysis: Theory , Politics and Methods*, Routledge Publishers
  21. KashyapSubash C (1990)(ed), *National Policy Studies*, New Delhi,TataMcGrawHill.
  22. प्रीतीपोहेकर (२०१७): *भारताचेसार्वजनिकधोरण*, विद्याबुक्स, औरंगाबाद.
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**UNIT-I**

Comparative Public Administration( CPA) :- Concept Nature , Scope and Significance, Evolution, Status of Comparative Public Administration, Ecology and Administration

**UNIT-II**

FreddRigg's Models of Comparative Public Administration and their critiques, Approaches to Comparative Public Administration:- Ecological, Structural and Behavioral

**UNIT-III**

Comparative Study of UK, USA, France and China

- i. Historical and Sociological factors Affecting Administrative System,
- ii. Administration And Politics in different countries
- iii. Salient features of Administrative system
- iv. Political Executives , Civil Services- recruitment and training

**UNIT-IV**

Local Government in UK, USA, France and China

Control Mechanism over UK, USA, France and China

Subnational and international institutions comparison.

Different regional organizations like EU, ASEAN or SAARC - administrative reason for their success or failure.

**Recommended Readings:**

1. W.J.Siffin, *Towards the Comparative Study of Public Administration*, Indian University Press, Bloomington, 1959.
2. F. W. Riggs, *Administration in Developing Countries- The Theory of Prismatic Society*, Houghton Mifflin Co., Boston, 1964.
3. F. W. Riggs, *The Ecology of Administration*, IIPA, New Delhi, 2011.
4. Ferrel Heady and Sybil L. Stokes (eds.), *Papers in Comparative Public Administration*, Institute of Public Administration, and University of Michigan, USA, 1962.
5. W. Robson (ed.): *Civil Service in England and France*, Hogarth, 1956.
6. Gabriel Almond and G.B. Well: *Comparative Politics: A Developmental Approach*, Oxford & IBH Pub. Co. New Delhi, 1976.
7. Ferrel Heady, *Public Administration-A Comparative perspective*, Foundation of Public Administration Series, Prentice Hall, 1966.
8. Preston Breton, *Comparative Administrative Theory*, University of Washington Press Seattle, 1968.
9. R. K. Arora, *Comparative Public Administration* Associated Publishing House, New Delhi.
10. Ali Farazmand and Jack Pinkowski (ed), *Handbook of Globalization, Governance and Public Administration*, Taylor and Francis, London, 2007.
11. Sewa Singh Dahiya and Ravindra Singh, *Comparative Public Administration*, Sterling Publishers, New Delhi, 2012.
12. Hoshier Singh: *Local Government in India, Britain, France and USA*, Kitab Mahal, Allahabad, 1997.
13. R. A. Tijare and M. P. Kulkarni, *Tulanatmak Lokprashashan*, Mangesh Prakashan, Nagpur, 1980. (Marathi).
14. Bhagavad-gita As it is - with Govind Bhashya commentary by Shrilal Baladeva Vidyabhushana, The Bhaktivedanta Book Trust, Hare Krishna Land, Juhu, Mumbai-49.
15. Bhagavad-gita As it is - with Govind Bhashya commentary by Shrilal Baladeva Vidyabhushana, The Bhaktivedanta Book Trust, Hare Krishna Land, Juhu, Mumbai-49.

**UNIT-I**

Economic Administration: Meaning, Nature and Scope, Importance, Characteristics and Limitations; Concept of Mixed Economy.

**UNIT-II**

Industrial Policy Resolutions of 1948, 1956, 1991, 1992, 1997, 2001 and 2007  
New Trends: New Economic Policy, Privatization, Liberalization, Globalization, Disinvestment, Demonetization and Goods and Service Tax (GST).

**UNIT-III**

Concept and importance of Planning; Plans and Priorities: Machinery of planning; Role, composition and functions of the Planning Commission and the National Development Council; 'Indicative' planning; NITI Aayog.

**UNIT-IV**

Process of plan formulation at Union and State levels;  
Constitutional Amendments (1992) and decentralized planning for economic development and social justice; District planning and District Planning Committee.

**Recommended Readings:**

1. *M L Jhingan, Economics Of Development Planning, Vrinda Publications, Delhi, 2016.*
2. *Todaro Michael and C Smith Stephen, Economic Development, Pearson Education, New Delhi, 2017*
3. *M.L. Taneja & R.M. Myer, Economics of development and planning, Vishal Publishing Co., New Delhi, 2017*
4. *Chakravarty Sukhamoy, Development Planning: The Indian Experience, OUP, Delhi, 1998*
5. *Bardhan Pranab, The Political Economy of Development in India, OUP, Delhi, 1998*
6. *Dutt & Sunharam, Indian Economy, S. Chand, New Delhi, 2017.*
7. <https://www.flipkart.com/kautilya-s-arthashastra-way-financial-management-economic-governance/p/itmndynezgzk86687>

<b><u>MAPA3-04(B)</u></b>	<b>Ethical Concerns in Public Administration</b>
<b>Elective</b>	

### **UNIT-I**

Introduction to Ethical Concerns in Governance -Definition of ethics and its relevance to governance, Ethical principles and values in public administration, Ethical decision-making frameworks in governance, Case studies highlighting ethical challenges in governance

### **UNIT-II**

Corruption and Ethics in Governance - Understanding corruption: causes, forms, and consequences, Ethical implications of corruption in governance, Anti-corruption measures and strategies, International initiatives and frameworks to combat corruption

### **UNIT-III**

Transparency and Accountability in Governance - Importance of transparency and accountability in governance, Ethical considerations in promoting transparency and accountability, Mechanisms for transparency and accountability in governance, Case studies on successful transparency and accountability practices.

### **UNIT-IV**

Ethical Leadership and Public Service - The role of ethical leadership in governance, Traits and characteristics of ethical leaders, Ethical dilemmas and challenges faced by public servants, Strategies for fostering ethical behavior and integrity in public service

#### ***Recommended Readings:***

1. Arora, R K (2008): *Ethics in Governance: Innovations Issues and Instrumentalities*, Rawat: Jaipur.
2. Arora, Ramesh K (Ed.) (2014): *Ethics, Integrity and Values in Public Service*, New Age International: New Delhi.
3. Chakraborty, Bidyut (2016): *Ethics in Governance in India*, Routledge: New Delhi.
4. Chaturvedi, T N (Ed.) (1996): *Ethics in Public Life*, IIPA: New Delhi.
5. Godbole, M (2003): *Public Accountability and Transparency: The Imperatives of Good Governance*, Orient Longman: New Delhi.
6. Terry L. Cooper (1994): *Handbook of Administrative Ethics*, Marcel Dekker Inc, New York.
7. Hooja, R (2008): *Corruption, Ethics and Accountability: Essays by an Administrator*, IIPA: New Delhi.
8. Mathur, B P (2014): *Ethics for Governance: Reinventing Public Services*, Routledge Taylor and Francis Group: New Delhi.
9. Sawshilya, A (2012): *Ethics and Governance*, Pearson Education: New Delhi.
10. Second Administrative Reforms Commission (2007) *Ethics in Governance*, Government of India: New Delhi.

<b><u>MAPA03 05</u>Compulsory</b>	<b>Research Project</b>
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Regarding Research Project, the students shall conduct Research project on the issue which the Head of the Department deem relevant to administration and society in general. They shall conduct survey on the field, collect data and make interpretation and analysis of the same. They must come up with some convincing conclusions and recommendations. They shall submit the project report to the Head of the Department before the commencement of the theory examination of the semester concerned. The Research Project shall be of 10,000 to 12,000 words. The topic for the Field Project will have to be approved and research has to be conducted under the supervision of faculty of the Department of Public Administration. A copy of the Research Project duly certified by the Supervisor shall be submitted to the Department.

Evaluation of the Research project will be made out of 200 marks on the basis of field survey carried out, submission of report, presentation of the report and viva-voce. The field survey and report submission will carry 160 marks and presentation and viva-voce will carry 40 marks.

## **Semester - IV (3 core + 1 elective+ 1 Dissertation )**

<b><u>MAPA4-01</u> Compulsory</b>	<b>Personnel Administration</b>
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### **UNIT-I**

Concept of Personnel Administration and Civil Services in India - Personnel Administration: Definition, Meaning, Scope & Importance, And Bureaucracy: Definition, Characteristics, And Functions, Role in Developing Countries, Advantages, Disadvantages, Criticisms, Citizen-Centric Administration: Meaning, Need, Prerequisites, Principles, Tools, Significance, Barriers. Classification of Civil Services: Central Services, State Services, All India Services. Civil Services Agencies: Union Public Service Commission, State Public Service Commission.

### **UNIT-II**

Aspects of Personnel Administration - Recruitment of Civil Services: Meaning, Process, Methods, Systems, And Problems. Training: Meaning, Objectives, Types, Techniques, Training Institutions in India. Promotion and Pay: Meaning, Principles (Seniority and Merit), Promotion Systems in India, Pay Principles, Allowances, Retirement Benefits.

### **UNIT-III**

Machinery for Negotiations and Administrative Tribunals - Public Employees' Organizations: Professional Associations vs. Unions, Objectives, Legal Rights of Employees. Whitley Councils in the U.K., Joint Consultative Machinery in India. Administrative Tribunals: Meaning, Need, Significance, Types, Central Administrative Tribunal in India

### **UNIT-IV**

Issues in Personnel Administration - Performance Appraisal: Meaning, Purpose, Types, Advantages, Appraisal System in India. Relationship between Generalist and Specialist Administrators. Politicization of Higher Civil Services in India: Principle of Anonymity, Principle of Neutrality, Principle of Commitment

#### ***Recommended Readings:***

1. O. Glenn Stanl, *Public Personnel Administration*, Oxford IBH Publication Company, New Delhi, 1977.
2. David E. Kalinge, *Public Personnel Management*, IPMA, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1986.
3. India: *Administrative Reforms Commission, Report on Personnel Administration*, 1969.
4. *Second Administrative Reforms Commission, Report on Personnel Administration*, 2007.
5. C. M. Jain, *Public Personnel Administration*, College Book Depot, Jaipur, 2003.
6. P. Ghosh, *Personnel Administration*, Sudha Publication, New Delhi, 1975.
8. K. Aswathappa, *Human Resource Management*, Tata McGraw Hill, New Delhi, 2008.
9. V.S.P.Rao, *Human Resource Management*, Excel Books, New Delhi, 2007.
11. C.L. Chaturvedi, *ManavSansadhanParbandh*, Shri Mahavir Book Depot, Delhi, 2003. (Hindi)



12. K. R. Bang, *KarmachariVargaPrashashan*, Vidya Books, Aurangabad, 2006.(Marathi)
13. KalpanaGharge and Asha Akolarkar, *KarmachariPrashasan*, CinmayPrakashan, Aurangabad, 2014(Marathi).
14. S. L. Goel and Shalini Rajneesh, *Public personnel Administration-Theory and Practice*, Deep and Deep Publications, New Delhi, 2002
15. S. K Das, *The Civil Services in India*, Oxford University Press, New Delhi, 2013.
16. <https://www.amazon.in/Mahabharata-Greatest-Spiritual-Epic-Time/dp/1887089179>

**UNIT-I**

Concept and Significance of local self-government and democratic decentralization. Gandhian idea of village swaraj and political subsidiarity, Ambedkar's view on Panchayat Raj, Nehruvian view on Panchayat Raj. Local vs Global Debate. New Localism. LSG as a laboratory of democracy.

**UNIT-II**

Evolution of Panchayat Raj institutions in India since British colonial times. Post-independence development towards PRI. 73<sup>rd</sup> Constitutional amendment act, 1992 – feature and implications. Composition, structure and functions of 3 tiers of PRI. PESA, 1996 and its significance. District Planning Committee. Issues and challenges before Panchayati Raj system in India.

**UNIT-III**

Evolution of institutions of urban governance in India. Post-independence development towards ULB. 74<sup>th</sup> Constitutional amendment act, 1992 – features and implications. Composition, structure and functions of Municipal Corporation, Municipal council and Nagar Panchayat. Metropolitan Planning Committee. Issues and challenges before ULB in India.

**UNIT-IV**

Structure, Composition and functions of State Election Commission and State Finance Commission. Experiments in Rural Development – Case study of LekhaMendha (Gadchiroli, MH) and Hivre Bazar (Ahmednagar, MH). Experiments in Urban Governance – Janmarg (BRTS project of Ahmedabad Municipal Corporation), Public Private Partnership over water supply of Nagpur Municipal Corporation.

**Recommended Readings:**

1. BidyutChakrabarty&RajendraKumarPandey (2019): *Local governance in India*, Sage Publications, New Delhi.
2. S.R. Maheswari (2020): *Local Government in India*, Lakshmi NarainAgarwal, Agra.
3. T. R. Raghunandan (ed.) (2018): *Decentralisation and Local Governments: The Indian Experience*, Orient BlackSwan, NewDelhi.
4. Rani D. Mullen (2011): *Decentralization, Local Governance, and Social Wellbeing in India: Do Local Governments Matter?*, Routledge, New York.
5. PranabBardhan and DilipMookherjee (eds) (2007): *Decentralization and Local Governance in Developing Countries: A Comparative perspective*, Oxford University Press, New Delhi.
6. NeerjaGopalJayal, AmitPrakash and Pradeep K. Sharma (2007): *Local Governance in India: Decentralization and Beyond*, Oxford University Press, New Delhi.
7. Jain L.C. (ed.) (2005): *Decentralisation and Local Governance*, New Delhi, Orient Longman.
8. PardeepSachdeva (2011): *Local Government in India*, Pearson Education India, Delhi.
9. Surat Singh (2004): *Decentralized Governance in India-Myth and Reality*, Deep &Deep, New Delhi.
10. Wasnik, Jitendra (2020): *Rural Development Administration in India*, HSRA Publications, Bangalore.
11. एस. आर. माहेश्वरी (2020): *भारतमेंस्थानीयशासन*, लक्ष्मिनारीनअग्रवाल, आग्रा.
12. श्यामशिरसाठआणिभगवानसिंगबैनाडे (2014): *पंचायतीराजआणिनागरीप्रशासन*, विद्याबुक्स, औरंगाबाद

<b><u>MAPA4-03</u></b> <b>Compulsory</b>	<b>Social Welfare Administration in India</b>
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### **UNIT-I**

**Social Welfare Administration:** Meaning, Nature, Scope and Significance; Concept of Social Justice, Social Change and Social Security; Concept and significance of Social Inclusion and Reservation Policy; Evolution and Growth of Social Welfare in India.

### **UNIT-II**

**Social Welfare Administration at Union Level:** The Ministry of Social Justice and Empowerment, Central Social Welfare Board.

**Social Welfare Administration at State and Local Level:** Department of Social Justice & Special Assistance (Maharashtra), State Social Welfare Board, Role of Local Government in Social Welfare.

### **UNIT-III**

**Issues and Challenges:** Social Welfare of SCs, STs, OBCs and Minorities- Policies and Programmes and Commissions; Welfare of Women and Child, Youth, Senior Citizens and Disabled- Policies and Programmes; Role of NGOs and Voluntary Agencies in Social Welfare.

### **UNIT-IV**

**Major Social Sectors:** Health and Education

**Social Problems and Issues:** Poverty; Corruption; Unemployment; Caste System; Discrimination on the basis of Caste, Class Gender and Religion; Child Labour; Drug Addiction; Overpopulation; Dowry; Beggary; Slums; Drug Abuse; Crimes etc.

#### ***Recommended Readings:***

- 1. Sisodia Y. & Dalpati T. K. (2021): Social Inclusion of Marginalised in India- State Policies and Challenges, Rawat Publications, Jaipur.*
- 2. Shradha Chandra (2017): Social Welfare Administration in India, Lulu Press, North Carolina, United States.*
- 3. D.R. Sachdeva (2018): Social Welfare Administration in India, KitabMahal, Allahabad.*
- 4. Sanjoy Roy (2016): Social Welfare Administration: Development & Prospects, Discovery Publishing Pvt. Ltd., New Delhi.*

5. V. Jaganadhan (1980): *Social Administration– Development and Change*, IIPA, New Delhi.
  6. S. L. Goel and R. K. Jain (1988): *Social Welfare Administration*, vol. I& II, Deep & Deep Publications, New Delhi.
  7. T. N. Chaturvedi and S.K. Chandra (1980): *Social Administration Development and Change*, IIPA, New Delhi.
  8. D.P. Chowdhry (1992): *Social Welfare Administration*, Atma Ram & Sons, Delhi.
  9. Mohinder Singh (ed.) (1996): *Social Policy and Administration in India*, M.D. Publications, New Delhi.
  10. Praveen Yogi (2000): *Social Justice and Empowerment*, Kalpaz Publication, New Delhi.
  11. Dolly Arora (2005): *Social sector Development*, IIPA, New Delhi.
  12. सुरेंद्रकटारिया (2021): सामाजिकप्रशासन, RBSA प्रकाशन, जयपूर.
  13. तेजस्कारपांडेयऔरबालाश्वरपांडेय(2019): सामाजिककल्याणप्रशासन, रावतप्रकाशन, जयपूर.
  14. लक्ष्मणकोतापल्ले (२००९): भारतातीलसामाजिककल्याणप्रशासन, विद्याबुक्स, औरंगाबाद.
  15. डी. आर. सचदेव (२०१०): भारतातीलसमाजकल्याणप्रशासन, के' सागरप्रकाशन, पुणे. (अनुवाद)
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**UNIT-I**

**Introduction:** Governance in Digital Age -Introduction of Information and Communication Technology (ICT) in administration; Concepts and Components of ICT; Meaning, Scope and Importance of E-Governance; Evolution of E-Governance; e-Governance Initiatives in the area of Government to Citizens (G2C), Government to Business (G2B) and Government to Government (G2G).

**UNIT-III**

Growth of e-Governance in India; IT Act- 2000 (ICT Act and its important features); Ministry of Electronics and Information Technology; Information Security; Cyber Security.

**UNIT-III**

**Issues and Challenges for e-Governance:** e-Readiness; Digital Divide; e-Waste; Capacity Building for e-governance; Adaptation of Technology and Administrative Reforms.

E-Governance- Critical Factors (Technology, People, Process, Resources, Infrastructure, Nature of PPP models)

**UNIT-IV**

**Case Studies:** Bhoomi (Karnataka); e-Seva (Andhra Pradesh); e-Literacy-‘Akshaya’ (Kerala); e-District project (Automizing District Administration); e-Governance initiatives in Maharashtra; Electronic Citizen Services: A Comparative Outlook;

**Recommended Readings:**

1. Sangita Dhal (2021): *E-governance and Citizen Engagement: New Directions in Public Administration*, Sage Publications, New Delhi.
2. Bhatnagar, S C (2004): *E-Government: From Vision to Implementation*, Sage: New Delhi.
3. C.S.R. Prabhu (2004): *E-Governance-Concepts and Case Studies*, Prentice Hall of India: New Delhi.
4. Milakovich, Michael E. (2012): *Digital Governance- New Technologies for improving Public Service and Participation*, Rutledge: New York.
5. Pardhasaradhi, Y. (2009): *E-Governance and Indian Society*, Kanishka: New Delhi.
6. Satyanarayana, J. (2006): *E-Government*, PHI: New Delhi.
7. Sodhi, Inderjeet Singh (2015): *Trends, Prospects and Challenges in Asian E-Governance*, IGI Global: Hershey, PA, USA.
8. Sodhi, Inderjeet Singh (2017): *E-Governance in India*, University Book House: Jaipur.
9. Reddy, Urmila (2012): *E-Governance in India- New Trends in Public Administration*, LAP Lambert Academic Publishing Co., Germany.
10. उर्मिला रेड्डी (२०१९): ई-प्रशासन, विद्या बुक्स, औरंगाबाद.
11. सुभाषभटनागर, ई-गव्हर्नमेंट, डायमंडप्रकाशन, पुणे, (२०१०) अनु. (सुहासिनीखेर

**UNIT –I**

**Introduction:** Meaning, Nature, objectives, Scope and significance of Human Resource Management (MRM); HRM- A Historical Perspective; Principles of HRM; HRM Planning- Need, Importance and Process; Aspects of HRM Planning- Job analysis, Job description and Job specification.

**UNIT-II**

HRM Recruitment- Essentials, Sources, and Steps in recruitment; Civil service recruitment in India; Recruitment Agencies in India: Placement and Promotion; HRM Training- Objectives, Types, Methods and Steps; Civil service in India: Performance appraisal practices and Capacity Building.

**UNIT-III**

Job Analysis and Job Design- Job Analysis- meaning, uses, process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specification and role analysis, Factors affecting Job design, techniques of Job Design, cases and Exercise in Understanding of Job Analysis

**UNIT-IV**

Human Resource Development Strategies and System, Global HRM : Scenario and Practices

HRM Motivation- Remuneration in Public service, Role of Pay commissions, Types of Incentives, Employee benefits and Pension Scheme.

**Recommended Readings:**

1. K. Aswathappa (2018): *Human Resource Management*, Tata McGraw Hill, New Delhi.
2. PravinDurai (2020): *Human Resource Management*, Pearson, New Delhi.
3. Gary Dessler&BijuVarrkey (2020): *Human Resource Management*, Pearson, New Delhi.
4. V. S. P. Rao (2010): *Human Resource Management*, Excel Books, New Delhi.
5. E. A. Ramaswamy (2000): *Managing Human Resources*, OUP, New Delhi.
6. मामोरीया, चतुर्भुज, पंडित, कामेश्वर एवं रैना, प्रीती (२०१९): *मानवसंसाधनप्रबंध*, साहित्य भवन प्रकाशन, नई दिल्ली.
7. अन्सारी, ए. ए.(2021): *मानवसंसाधनप्रबंध*, सपना अशोक प्रकाशन, वाराणसी.
8. अग्रवाल, आर.सी. एवं सुरेशफौजदार(2020) : *मानवसंसाधनप्रबंध*, SBPD पब्लिशिंग हाउस, आग्रा.
9. सूरकार, अनिल आणि महावादीवार, अनिता (2019): *मानवसंसाधनव्यवस्थापन*, साई जोती प्रकाशन, नागपूर.
10. कानेटकर, मेधा आणि पाटील मिलिंद (2019): *मानवसंसाधनव्यवस्थापन*, श्री साईनाथ प्रकाशन, नागपूर.
11. पाटील आणि बोबडे (2017): *मानवसंसाधनव्यवस्थापन*, अथर्व प्रकाशन, जळगाव.
12. हरकाळ आणि चौधरी (2015): *मानव संसाधन व्यवस्थापन*, विद्या बुक्स, औरंगाबाद.

<b><u>MAPA4-05</u></b>	<b>Dissertation</b>
<b>Compulsory</b>	

**Pattern of Question Papers for 80 marks (Theory)**

1. Question paper will consist of five questions and all questions shall be compulsory.
2. First Four long answer questions (to be attempted in about 800 words) will be on four units with internal choice (one question to be attempted out of two on each unit).
3. Fifth Question shall be short answer question having one question each from all the four units. All the questions will carry 16 marks each.
4. Each Theory paper will be of 3 hours duration.
5. Maximum marks allotted are 80 for theory and 20 for internal assessment.

# Sample Question paper

## **M. A. Part-I Semester –I (Public Administration) Examination**

### **Paper-I (Public Administration-Theory and Practice)**

Time:ThreeHours]

[Max. marks:80

- N. B. – 1) All questions are compulsory.  
2) All questions carry equal marks.

1. Long question from Unit-I

or

Long question from Unit-I

2. Long question from Unit-II

or

Long question from Unit-II

3. Long question from Unit-III

or

Long question from Unit-III

4. Long question from Unit-IV

or

Long question from Unit-IV

5. Four Short Questions from all the unit.