Centre for Distance and Online Education (CDOE)
Jamia Millia Islamia, New Delhi
(A Central University by an Act of Parliament)
NAAC Accredited Grade 'A++'

M.A. PUBLIC ADMINISTRATION (MAPA)
Programme Guide
w.e.f. 2025

MESSAGE FROM CDOE

Dear Students,

It is a pleasure welcoming you to Jamia Millia Islamia for the Distance Mode and Online Mode **M.A. Public Administration** Programme being offered at the Centre for Distance and Online Education.

Education, needless to reiterate, is a *sine qua non* for the growth of a nation and personality development of its citizens. Distance and Online education is one of the many multi-pronged instrument adopted to promote literacy across India. It aims not justat fostering social mobility and lifelong education but also at upholding the core values of the Indian Constitution and society, that is, democracy, secularism, social justice and equality of opportunity.

Jamia Millia Islamia in its endeavor to endorse and promote these values and advance literacy, has pledged to take education to the doorsteps of the learners.

We wish you success in your educational endeavors.

Prof. M. Moshahid Alam Rizvi
Dean
CDOE

CONTENTS

Programme Coordinator	PROGRAMME INCHARGE
Dr. Isha Naaz	**Prof. Bulbul Dhar James**
Assistant Professor Public Administration	**Head of the Department**
Centre for Distance and Online Education	Department of Political Science
Jamia Millia Islamia	Jamia Millia Islamia
New Delhi-110025	New Delhi-110025
Dr. Md. Gaffar	
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1.   ABOUT THE PROGRAMME

Introduction of the Programme

Centre for Distance and Online Education has introduced the M.A-Public Administration (distance and online mode) Programme, keeping in mind the heterogeneous nature and varied needs of that section of our society whichfor some reason or the other has missed or has not had the opportunity for further studies in conventional colleges or universities, or belong to far flung areas or to the deprived sections of the society. This Programme caters to develop human resource as well as enhance understanding and bring in self-enrichment. It aims at equipping students with the latest information on the scope and development of Public Administration. The aim of the Masters Programme is to provide a comprehensive knowledge about Public Administration.

Duration of the Programme

Minimum duration of the Programme: 4 Semesters / 02 (Two) Years

Maximum duration of the Programme: 8 Semesters / 04 (Four) Years

Medium of Instruction   English

Programme Fee   Rs. 11000/ annum to be paid at the beginning of each academic year

Choice Based Credit System (CBCS)

- The M.A. programme in Public Administration will consist of semesters over a period of 2 years with each semester consisting of 5 papers.
- Each semester will have 5 compulsory papers with a total of 20 papers being offered over 4 semesters.
- M.A. fourth semester will consist of 4 compulsory and one Project and Viva-Voce exam.
- Each paper is divided into 3 units. Each paper carries 25 marks for the mid-semester Internal Assessment (IA) and 75 marks for the end of semester exam called University Exams (UE), which will be subjective and of three hours duration.
- An updated reading list will be provided to the student by their respective subject teachers at the beginning of each semester.
- The first two semesters will have CBCS papers and the last two semesters will have CBCS along with Ability Enhancement and Skill Enhancement papers.
- Students who could not appear for one or more papers in a particular semester or have failed in University Exam (UE) can re-appear next time when university exams are conducted for the same semester. However, after completion of 4 years duration, the student's admission shall lapse.

Brief Programme Structure

M.A. Programme in Public Administration

Semester-wise Number of Papers & Credits under the Choice Based Credits System (CBCS)

Sem.	Core Courses	Choice Based Courses (Elective)	Skill Enhancement Courses (SEC)	Project and Viva-voce	Ability Enhancement Courses	Total No. of Papers	No of Credits	Total Credits
I	4	1	-	-	-	4+1=5	4 (4x5)	20
II	4	1	-	-	-	4+1=5	4 (4x5)	20
III	3	1	-	-	1	3+1+1=5	4 (4x5)	20
IV	2	1	1	1	-	2+1+1+1=5	4 (4x5)	20
No. of Papers	13	4	1	1	1	20	(4x20)	80
Total Credits	4x13=52	4x4=16	4x1=4	4x1	4x1=4	-	-	80

- **Includes a Project work of 4 Credits**

Semester – I

CourseCode	Course Title	Credits	Marks Allotted		
			Theory	Assignment	Total
DMPAS-101	Contemporary Political Theory	4	75	25	100
DMPAS-102	Public Administration and Governance: Concepts and Theories	4	75	25	100
DMPAS-103	Administrative Thinkers – I	4	75	25	100
DMPAS-104	Public Policy	4	75	25	100
DMPAX-1.1 (CBCS)	**Ethics in Governance**	4	75	25	100
Total		**20**	**375**	**125**	**500**

Semester – II

CourseCode	Course Title	Credits	Marks Allotted		
			Theory	Assignment	Theory
DMPAS-201	Indian Political System: Constitution and Institutions	4	75	25	75
DMPAS-202	Personnel Administration with special reference to India	4	75	25	75
DMPAS-203	Administrative Thinkers – II	4	75	25	75
DMPAS-204	Organizational Behavior	4	75	25	75
DMPAX-201 (CBCS)	**Comparative Public Administration**	4	75	25	75
Total		**20**	**375**	**125**	**500**

Semester III

CourseCode	Course Title	Credits	Marks Allotted		
			Theory	**Assignment**	**Total**
DMPAS-301	Indian Administration: Structure and Processes	4	75	25	100
DMPAS-302	Financial Administration in India	4	75	25	100
DMPAS-303	Rural and Urban Government in India	4	75	25	100
DMPAX-304 (CBCS)	**Disaster Management in India**	4	75	25	100
DMPASX-304 (AECC)	**Office Management andAdministrative Improvement**	4	75	25	100
Total		**20**	**375**	**125**	**500**

Semester IV

CourseCode	Course Title	Credits	Marks Allotted		
			Theory	**Assignment**	**Total**
DMPAS-405	Corporate Governance	4	75	25	100
DMPAS-406	Development Administration in India	4	75	25	100
DMPAS-408	Project and Viva Voice	4	75	25	100
DMPAX-401 (CBCS)	Political Economy of Development in India	4	75	25	100
DMPAS-407 (SECC)	**Administrative Law (Skill Enhancement)**	4	75	25	100
Total		**20**	**375**	**125**	**500**

Detailed Programme Structure

SEMESTER I

DMPAS-101

CONTEMPORARY POLITICAL THEORY

BLOCK- I

Approaches and Concepts

Unit1:Approaches to Political Theory

Unit 2 :   Liberty, Equality and Justice

Unit 3 :   Democracy and Rights

BLOCK- II

Theories-I

Unit 1 :   Liberalism

Unit 2 :   Marxism

Unit 3 :   Feminism

BLOCK- III

Theories-II

Unit 1 :   Post-Modernism

Unit 2 :   Multiculturalism

Unit 3 :   Green Political Theory

Suggested Readings:

- Bellamy, Richard (ed.). *Theories and Concepts of Politics*: An Introduction. Manchester University Press, 1993.

- Bhargava, Rajeev and Ashok Acharya (eds.). *Political Theory: An Introduction*. Pearson, 2008.

- Dryzek John S. at al (eds.). *The Oxford Handbook of Political Theory*. OUP, 2008.

- Farrelly, Colin. *Introduction to Contemporary Political Theory*. Sage Publications, 2004.

- Gaus, Gerald F. and Chandran Kukathas. *A Handbook of Political Theory*. Sage, 2004.

- Goodin, Robert E., Philip Pettit and Thomas Pogge. *A Companion to Contemporary Political Philosophy*. Blackwell Publishing, 2007.

- Heywood, Andrew.   *Key concepts in politics*. London: Macmillan Education, 2000.

- _____. *Political   Ideologies: An   Introduction.*   6th   edition. Palgrave, 2017.

- _____. *Political Theory: An Introduction*, 4th edition. Palgrave, 2015.

- Kymlicka, Will. *Contemporary Political Philosophy: An Introduction*, 2nd ed.

Oxford University Press, 2002.

- Rawls, John. *A Theory of Justice*, (Chapters 1, 2 and 3), Revised edition.

Harvard University Press, 1999.

DMPAS-102
PUBLIC ADMINISTRATION AND GOVERNANCE:CONCEPTS AND THEORIES

BLOCK- I
Public Administration: Meaning, Evolution and Scope

Unit 1 : Public Administration: meaning, nature and scope, Public &Private administration, Challenges in developed and developing societies, Relation between the political and the permanent executive

Unit 2 : Principles of Organization: Span of control, Unity of command, Delegation, Authority and Responsibility, and Coordination.

Unit 3 : Evolution of the discipline: Different stages and ongoing concerns

BLOCK- II
Organization Theory: Different Approaches

Unit 1 : Structural Approach: Henri Fayol, F.W. Taylor, Max Weber

Unit 2 : Decision Making Approach: H.A. Simon, Human Relations Approach: Elton Mayo, Abraham Maslow, DouglasMcGregor

Unit 3 : Ecological Approach: F.W.Riggs

BLOCK-III
Contemporary Administrative Theory

Unit 1 :State versus Market Debate: Public Choice, Entrepreneurial Government, Concept of good governance

Unit 2 :New Public Management, Feminist perspective

Unit 3 :The New Public Service; The Denhardtian Paradigm

Suggested Readings:

- Basu, Rumki. *Public Administration in the 21st century: A Global South Perspective.* New York and London: Routledge, 2019.

- _____. *Public Administration, Concepts and Theories.* New Delhi: Sterling, 2018.

- Bevir, Mark. *Governance: A Very Short Introduction.* OUP, 2012.

- Bhattacharya, Mohit. *New Horizons of Public Administration*. New Delhi: Jawahar Publishers, 2012.

- _____. *Restructuring Public Administration: Essays in Rehabilitation*. New Delhi: Jawahar, 2007.

- Chakravarty, Bidyut & Prakash Chand. *Public Administration in a Globalizing World*. New Delhi: Sage, 2018.

- _____, & Mohit Bhattacharya. *Public Administration:A*

Reader. New Delhi: OUP, 2005.

• Nicholas, Henri. *Public Administration and Public Affairs.* New Jersey: Pearson, 2013.

• Medury, Uma. *Public Administration in the Gobalization Era: The New Public Management Perspective*. New Delhi: Orient Blackswan, 2010.

• Peters, B. Guy. *The Next Public Administration: Debates & Dilemmas*. Sage, 2018.

• Sahni, Pardeep & Etakula Vayunandan, *Administrative Theory,* New Delhi PHI, 2010.

• Sapru, R.K. *Administrative Theories and Management Thought*. New Delhi: PHI, 2013.

• Theodoulou, *Stella Z. & Ravi K. Roy. Public Administration: A Very Short Introduction*. OUP, 2016.

DMPAS-103

ADMINISTRATIVE THINKERS-I

BLOCK- I

Thinkers – I

    Unit 1 :   Kautilya: Statecraft and Governance.

    Unit 2 :   : Woodrow Wilson: Politics Administration –Dichotomy Henri Fayol: Principles of Management

    Unit 3 :   F.W. Taylor: Scientific Management Max Weber Model of Bureaucracy

BLOCK- II

Thinkers – II

    Unit 1 :   Luther Gullick and Lyndall Urwick: Administrative Principles

    Unit 2 :   M.P. Follett: Leadership and Conflict

    Unit 3 :   Elton Mayo: Human Relations Theory

BLOCK-III

Thinkers – III

    Unit 1 :   Chester Barnard: Contribution Satisfaction Equilibrium

    Unit 2 :   Herbert Simon: Theory of Decision-Making

    Unit 3 :   F.W. Riggs: Administrative Models and Approaches

Suggested Readings:

• Ali, Shum Shun Nisa. *Eminent Administrative Thinkers*. New Delhi:Associated Publishing House, 1998.

• Goel, S.L. *Administrative and Management Thinkers: Relevance in New Millennium*. New Delhi: Deep & Deep, 2008.

• Kumar, Umesh. *Kautilya's Thought on Public Administration*. Delhi: NBO, 1990.

• Mahashwari, M. *Administrative Thinkers*. New Delhi: Macmillan, 2009.

• Mehta, V.R. *Foundations of Indian Political Thought.* Delhi: Manohar, 1999.

• Pinto, Marina R. *Management Thinkers*. Mumbai: Allied Publishers, 1989.

- Pollard Harold R. *Further Developments in Management Thought*. London: Heinemann, 1978.
- Prasad, Ravindra D., V.S. Prasad, P. Satyanarayana& Y. Pardhasaradhi (eds.). *Administrative Thinkers*. New Delhi: Sterling, 2010.
- Pugh, D.S. & D.J. Hickson. *Writers on Organizations*. Penguin, 2007.
- Sapru, R.K. *Administrative Theories and Management Thought*. New Delhi: PHI, 2013.
- Sharma, Manoj. *Administrative Thinkers*. New Delhi: Anmol Publication, 2004.

DMPAS-104
PUBLIC POLICY

BLOCK-I

Public Policy: Models and Theories

Unit 1 : Theories: Lasswell's concept of Policy Science, Multiple Streams Framework Model, Punctuated Equilibrium Theory

Unit 2 : Models: Incremental, Systems, Institutional, Elite, Rational, PublicChoice and Group Theories.

Unit 3 : Determinants of Public Policy: Political, Economic, Socio-Cultural,Administrative.

BLOCK- II

Policy design and Implementation

Unit 1 : Role of Political parties, Legislature, Bureaucracy, Judiciary

Unit 2 : Role of Interest Groups, Mass Media, Social Movements, Non Governmental Agencies and International Agencies

Unit 3 : Constraints in Policy Design and Implementation.

BLOCK-III

Policy Evaluation

Unit 1 : Social Welfare Administration: Concept and Approaches.

Unit 2 : Social Welfare Policies: Education and Health.

Unit 3 : Policy Evaluation: Cost Benefit Analysis, Policy Audit, Gender Audit

Suggested Readings

- Ayyar, R.V. Vaidnatha. *A Public Policy Making in India*. New Delhi: Pearson, 2012.
- Birkland Thomas A. *An Introduction to the Policy Process*. M.E. Sharpe, 2011
- De, P.K. *Public Policy and Systems*. New Delhi: Pearson, 2012.
- Dreze, Jean (ed). *Social Policy*. New Delhi: Orient Blackswan, 2016.
- Dunn, William N. *Public Policy Analysis: An Introduction*. Prentice-Hall, 2003.
- Dye, Thomas R. *Understanding Public Policy*. New Delhi: Pearson, 2006.
- *Elementary Education in India*: Progress Towards UEE, New Delhi: NUEPA, 2013.
- Govinda R. (ed). *Who Goes To School? Exploring Exclusion in Indian Education*. New Delhi: OUP, 2011.

- K. Vijaya Kumar. *Right to Education Act 2009: Its Implementation as to Social Development in India.* Delhi: Akansha Publishers, 2012.

- Kapur, Devesh et al. *Rethinking Public Institutions in India: Performance and Design*. New Delhi: OUP, 2017.

- Kishore, Jugal. *National Health Programs of India: National Policies and Legislations, Century Publications,* 2005.

- Mathur, Kuldeep. *Public Policy and Politics in India.* OUP, 2013.

- Moran, Michael, Martin Rein & Robert E. Goodin. *The Oxford Handbook of Public Policy*. OUP, 2008.

- Sapru, R.K. *Public Policy: Art and Craft of Policy Analysis*. New Delhi: PHI, 2013.

- Sathyamala, C. (ed). *Securing Health for All: Dimensions and Challenges.* New Delhi: IHD, 2006.

- Surendra, Munshi and Biju Paul Abraham (eds.). *Good Governance,Democratic Societies and Globalisation.* Sage Publishers, 2004.

- Stone, Deborah. *The Policy Paradox: The Art of Policy Decision Making.* W. W. Norton, 1997.

DMPAX-1.1(CBCS)
ETHICS INGOVERNANCE
BLOCK- I

Rationale for Ethics

Unit 1 : Role of Ethics in Evolving Public Administration

Unit 2 : Debates and Ethical Dilemmas in Public Organizations

Unit 3 : Changing Ethical Contexts: Historical, Socio-cultural Legal-judicial, Economic and political.

BLOCK- II

Enforcing Ethics

Unit 1 : Enforcing Ethics in Corporate Governance – SEBI

Unit 2 : Enforcing SMART Governance – Digital India Programme

Unit 3 : Enforcing Human Rights in Governance – NHRC

BLOCK- III

Ethics, Accountability and Good Governance

Unit 1 : Legal and Institutional Structure: CBI, CVC and Anti-corruption Acts

Unit 2 : Citizen Grievances and Public Accountability: Lokpal, Right to Information, Social Audit, Citizen's Charters and Public Service Guarantee Act

Unit 3 : ARC II's 4th Report on "Ethics and Governance" - Recommendations

Suggested Readings:

- Arora, Ramesh K. (ed). *Ethics, Integrity and Values in Public Service*. New Delhi: New Age International, 2014.

- Das, S.K. *Building a World Class Civil Service for Twenty First Century India:*

New Delhi: OUP, 2010.

- Dwivedi, O.P. *"Ethics and values of public responsibility and accountability"* *International Review of Administrative Science,* 51, pp. 64-66, 1985.

- Godbole, M.G. *Good Governance Never on India's Rada.,* New Delhi: Rupa Publishing House, 2014.

- Patts, Steven. *Ethics in Public Service: An Idea Whose Time Has Come,* in Public Sector Ethics: *Finding and Implementing Values* Noel Preston and Charles Sampford (eds.). New York: Routledge, 1998.

- Samuel, Paul (ed.). *Fighting Corruption: The Way Forward*. New Delhi: Academic Foundation, 2013.

- Second ARC 4th Report *Ethics in Governance* Government of India, 2006.

- Sharma, Sangeeta. "Public Service Ethics in India" in Meghna Sabharwal and Evan M. Berman (ed.). *Public Administration in South Asia.* Taylor & Francis, 2013, pp91-109, 2013.

- Upadhyaya, Ranvijay. *Ethics, Integrity and Aptitude in Governance.* New Delhi: Sage 2018.

SEMESTER –II

DMPAS-201

INDIAN POLITICAL SYSTEM:CONSTITUTION AND INSTITUTIONS

BLOCK- I

Fundamentals of the Indian Constitution

Unit 1 :   Nature of Indian Constitution Assessment of the Constituent Assembly Democracy and the activist state.

Unit 2 :   Fundamental Rights and Directive Principles, Relations between Fundamental Rights and Directive Principles, Individual and Group Rights

Unit 3 :   Secularism Nature and Challenges of Indian Secularism. Secularism and its critics.

BLOCK- II

Institutional Framework - I

Unit 1 : Executive: President & Prime Minister, Union Cabinet

Unit 2 : Judiciary: Structure of Judiciary, Judicial Review and Judicial Activism

Unit 3 : Legislature: Norms of Representation, Parliamentary Sovereignty and Performance

Block-III

Institutional Framework - II

Unit 1 :   Federalism: Strong Centre Framework, Centre-State Relations

Unit 2 :   Decentralization: Panchayati Raj Institutions, Local Self Government Institutions

Unit 3 :   Bureaucracy and the Defense Forces: Nature of Bureaucracy, Civil-Military Relations

Suggested Readings:

- Bhatia, Gautam. *The Transformative Constitution: A Radical Biography in NineActs.* New Delhi:

Harper Collins, 2019

- Chandoke, Neera. *Rethinking Pluralism, Secularism, and Tolerance*. New Delhi:Sage, 2019.
- Chandrachud, Abhinav. *The Informal Constitution: Unwritten Criteria in SelectingJudges for the Supreme Court of India*. New Delhi: Oxford University Press, 2014.
- De, Rohit. *A People's Constitution: The Everyday Life of Law in the Indian Republic*.New Delhi: Oxford University Press, 2018.
- Jayal, Niraja Gopal. *The Oxford Companion to Politics in India*. New Delhi:Oxford University Press, 2011.
- Kapur, Devesh, et.al. *Rethinking Public Institutions in India*. New Delhi:Oxford University Press, 2017.
- Khosla, Madhav. *The Indian Constitution*. New Delhi: Oxford UniversityPress, 2012.
- Khosla, Madhav et.al. *The Oxford Handbook of Indian Constitution*. NewDelhi: Oxford University Press, 2016.
- Kohli, Atul, et.al. *Routledge Handbook of Indian Politics*. New Delhi:Routledge, 2018.
- Wilkinson, Steven. *Army and the Nation*, Ranikhet: Permanent Black, 2017.

DMPA S– 202
PERSONNEL ADMINISTRATION WITH SPECIAL REFERENCE TOINDIA

BLOCK- I

Definition, Scope and Significance

Unit 1 : Public Personnel Administration: Definition, Scope, Functions and Significance.

Unit 2 : Manpower Planning and Human Resource Development: Concept and itsapplication in government.

Unit 3 : Role of Public Services in Administrative System**:** Neutrality & Ethics inCivil Services.

BLOCK-II

Job Design, Motivation and Evaluation

Unit 1 : Job Design and Job Analysis

Unit 2 : Motivation and Morale, Employer – Employee Relations (J.C.M.)

Unit 3 : Job Evaluation and Remuneration: Bases and Principles.

BLOCK-III

Personnel Management / Personnel Agencies / Mechanisms

Unit 1 : Recruitment and Training of Civil Servants: Methods and Significance.

Unit 2 : Promotion: Methods and Performance Appraisal Schemes.

Unit 3 : Grievance Redressal Mechanism: Tribunals

Suggested Readings

- Agarwal, R.D. (ed.). *Dynamics of Personnel management in India: A Book ofReadings*. New Delhi: Tata-McGraw Hill, **Latest Edition**.
- Aswathappa, K. *Human Resource Personnel Management: Text and Cases.* New Delhi: Tata Macgraw Hill, 2002.

- Bach, Stephen and Keith Sisson. *Personnel Management: A Comprehensive Guideto Theory and Practice,* Third Edition, 2000.

- Berman, Evan M., James S. Bowman, Jonathan P. West and Montgomery R. Van Wart. *Human Resource Management in Public Service: Paradoxes, Processes and Problems*, Sage, 2015.

- Das, S. K. *The Civil Services in India*. OUP, 2013

- Flippo, Edwin B. *Principles of Personnel Management.* New York: TataMcGrawhill, Latest Edition.

- Goel, S.L. *Public Personnel Administration*. New Delhi: Sterling, 1989.

- Pigors, Paul & Charles Hyers. *Personnel Administration: A Point and a Method*.Macgraw Hill, Latest Edition.

- Varma, Arup. And Pawan S. Budhwar eds. *Managing Human Resources in Asia-Pacific*. Routledge, 2013.

DMPAS – 203

ADMINISTRATIVE THINKERS-II

BLOCK-I

Neo-Human Relations

Unit 1 : Abraham Maslow: Need Hierarchy Concept

Unit 2 : Douglas Mc Gregor: Managerial Theories of 'X' and 'Y'

Unit 3 : Frederick Herzberg: Hygiene Motivation Theory

BLOCK-II

MBO, Policy Science and Theory Z

Unit 1 : P.F. Drucker: Management by Objectives

Unit 2 : Yehezkel Dror: Ideas on Policy Sciences

Unit 3 : William Ouchi: Theory 'Z'

BLOCK-III

Public Choice, Entrepreneurial Government and NPS

Unit 1 : Vincent Ostrom: Public choice approach and the theory of democraticadministration

Unit 2 : David Osborne and Ted Gaebler: Concept of entrepreneurial government

Unit 3 : Robert and Janet Denhardt: The New Public Service

Suggested Readings

- Ali Shum, Shun Nisa. *Eminent Administrative Thinkers*. New Delhi:Associated Publishing House, 1998.

- Denhardt, Janet and Robert Denhardt. *The New Public Service: Serving, NotSteering. Steering Routledge*, 2015.

- Dror, Yehezkel. *Public Policy Making Reexamined.* Transaction Publishers, 1983.

- Drucker, Peter F. *The Practice of Management.* Harper Business, 2010.

- George, Claude S. *The History of Management Thought*. New York: Prentice Hall,1968.

- Goel, S.L. *Administrative and Management Thinkers: Relevance in New Millennium*,New Delhi: Deep & Deep, 2008.

- Osborne, David and Ted Gaebler, *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector,* Plume 1993

- Ostrom, Vincent. *The Intellectual Crisis in American Public Administration*.University of Alabama Press, 2008

- Ouchi, William G. *Theory Z: How American Business Can Meet the JapaneseChallenge*. Avon, 1981.

- Pinto, Marina R. *Management Thinkers*, Mumbai: Allied Publishers, 1989.

- Pollard, Harold R., *Further Developments in Management Thought*. London,Heinemann, 1978.

- Prasad, Ravindra D., V.S. Prasad, P. Satyanarayana& Y. Pardhasaradhi (eds.). *Administrative Thinkers*. New Delhi: Sterling, 2010.

- Pugh, D.S. & D.J. Hickson. *Writers on Organizations*. Penguin, 2007.

- Sapru, R.K. *Administrative Theories and Management Thought*. New Delhi: PHI,2013.

- Sharma, Manoj. *Administrative Thinkers*, New Delhi: Anmol Publication. 2004.

DMPAS – 204: ORGANISATIONAL BEHAVIOUR

BLOCK-I

Concept, Approaches, Goals and Challenges

Unit 1 : Organisational Behaviour (OB): Meaning and Concept, Traditionaland Modern Approaches to OB.

Unit 2 : Typologies of Organisation, Genesis, Needs and Goals of OB.

Unit 3 : Challenges of Organisational Behaviour

BLOCK- II

Attitude, Personality and Motivation

Unit 1 : Attitude: Concept, Factors in Attitude formation, Attitude and Behaviour.

Unit 2 : Personality: Concept, Theories and determinants, Personalityand Behaviour.

Unit 3 : Motivation: Concept, Theories, Motivation and Behavior, Motivationalsystem and Incentives, Quality Work Life (QWL), Job Design and Motivation.

BLOCK-III

Power, Stress Management and Organizational Change

Unit 1 : Power and Politics: Concept, Significance, Concentration and Types ofpower, Reasons and Management of Organizational Politics.

Unit 2 : Stress Management: Concept, Causes and Effects of Stress,Coping Strategies.

Unit 3 : Organizational Change: Nature, Factors and Resistance to Change.

Suggested Readings

- Moorhead Gregory & Ricky W. Griffin. *Managing Organizational Behavior*, South Western. Tenth edition, 2012.

- Colquitt Jason A, Jeffrey A Lepine, Michael J. Wesson *Organizational Behavior: Improving Performance and Commitment in the Workplace*. McGraw-Hill Higher Education, 2010nd edition.

- Aswathappa, K. *Organizational Behaviour*, 10th Edition. New Delhi: HimalayaPublishing House

Pvt. Ltd., 2012.

- Mcshane, *Organizational Behavior* (5th Edition). McGraw Hill Education (India) Pvt. Ltd, 2016.

- Kumar, Niraj. *Organizational Behavior: A New Look Concept, Theory and Cases*. New Delhi: Himalaya 2012.

- Parikh, Margie and Rajen Gupta. *Organisational Behaviour*. McGraw Hill Education (India) Pvt Ltd, 2010.

- Robbins Stephen P. *Organizational Behavior* 15 Paperback, New Delhi: Pearson 2013.

- Prasad, L.M. *Organizational Behavior*. New Delhi: Sultan Chand and Sons, 2019.

- Pershing, Sandra Parkes and Eric K. Austin. *Organization Theory andGovernance for the 21st Century*. New Delhi: Sage, 2015.

DMPAX-201(CBCS): COMPARATIVE PUBLIC ADMINISTRATION
(Choice-Based)

BLOCK-I

Introduction

Unit 1 :   Meaning, Scope and Importance, Challenges in developed/developingcountries.

Unit 2 :   Approaches: Ecological, Structural Functional, Behavioural.

Unit 3 :   Contribution of F.W. Riggs and Ferrel Heady

BLOCK-II

Administrative Systems I

Unit 1 :   Britain

Unit 2 :   U.S.A.

Unit 3 :   France

BLOCK-III

Administrative Systems II

Unit 1 :   China

Unit 2 :   Bangladesh

Unit 3 :   Nigeria

Suggested Readings:

- Arora, Ramesh K. *Comparative Public Administration.* New Delhi: AssociatedPublishing House, 2008.

- Arora, R.K. and Sangeeta Sharma. *Comparative and Development Administration, Ideas and Actions* (ed.). Jaipur: Arihand Centre for Adminstrative Change, 1992.

- Berman, Evan et al. *Public Administration in East Asia,* Francis & Taylor (China Chapter) Routledge, 2010.

- Dahiya, Sewa Singh and Ravindra Singh. *Comparative Public Administration*.New Delhi, Sterling, 2014.

- Ewoh, Andrew. *Public Administration Education and Training in Nigeria:Problems, Challenges & Prospects* JPAE 20 (4), 455-468.

- Federal, Republic of Nigeria. *Public Administration: A Country Profile,* DESA, UN, 2004.
- Heady, Ferrel. *Public Administration: A Comparative Perspective*, M Dekker,1996.
- Rowat, Donald E. *Public Administration in Developed Democracies,* New York:Marcel Dekker, Inc., Latest Edition
- Sabharwal, Meghna & Evan M. Berman. *Public Administration in South Asia.* London: Francis & Taylor, 2013.
- Sharma, R.D. (Ed.). *Administrative Systems of Developing Countries.* New Delhi:Mittal, 1999.
- Viswanathan, V.N. *Comparative Public Administration*. New Delhi: Sterling,1996.
- Wang, James C.F. *Contemporary Chinese Politics,* New Jersey: Prentice Hall,2002.

Semester III

DMPAS – 301

INDIAN ADMINISTRATION: STRUCTURE AND PROCESSES

Block-I

Constitution, Central and State Administration

    Unit 1 :   Constitutional Framework.

    Unit 2 :   Administration at the Central level: Structure and Powers.

    Unit 3 :   State Administration: Structure and Functions.

Block-II

The District, Civil Services and the Public Sector

    Unit 1 :   District Collector and Emerging Role.

    Unit 2 :   Central Civil Services-Structure, Recruitment and Training.

    Unit 3 :   Public Sector Undertakings in India — Changing role.

Block-III

Law and Order, Controls and Reforms

    Unit 1 :   Role of Central and State Agencies in Maintenance of Law and Order.

    Unit 2 :   Controls over Administration: Legislative, Executive and Judicial.

    Unit 3 :   Administrative Reforms—Emerging Paradigm.

Suggested Readings

- Arora, Ramesh K. (ed.). *Public Administration in India: Tradition, Trends andTransformation*. New Delhi: Paragon, 2006.
- Arora, Ramesh K. and R. Goyal. *Indian Administration: Institutions and Issues*. NewDelhi: New Age, 2016.
- Bakshi, P.M. *The Constitution of India*, Delhi. Universal Law Publishing Co., 2018.
- Barthwal, C.P. *Indian Administration Since Independence*. Lucknow: BharatPublishers, 2003.
- Basu, Rumki. *Indian Administration: Structure, Performance and Reform*. New Delhi:Adroit Publishers, 2019.
- Chakravarty, Bidyut and Prakash Chand. *Indian Administration: Evolution andPractice*. New

Delhi: Sage, 2016.

- Das, S.K. *The Civil Services in India*. New Delhi: OUP, 2013.

- Gupta, Bhuvanesh. *State Administration in India.* RBSA Publishers, 2012.

- Maheswari, S.R. *Indian Administration*. New Delhi: Orient Black Swan, Sixth Edition,2001.

- Sapru, Radhakrishnan. *Indian Administration: A Foundation of Governance*, NewDelhi: Sage: 2018.

DMPAS – 302
FINANCIAL ADMINISTRATION IN INDIA

Block-I
Concept and Scope

Unit 1 : Meaning and Scope

Unit 2 : Components of Financial Administration.

Unit 3 : Budget as a Political Instrument.

Block II
Public investment and Expenditure

Unit 1 : Public Expenditure and Fiscal Discipline

Unit 2 : Government Revenue.

Unit 3 : Role of the Central Bank (RBI)

Block-III
Centre State Financial Relations

Unit 1 : Issues of Fiscal Federalism.

Unit 2 : Rural and Micro finance.

Unit 3 : Financial Audit.

Suggested Readings:

- Basu, Kaushik. *Fiscal policy as an instrument of investment and growth. World BankPolicy Research Working Paper* 6850, 2014.

- Chelliah, Raja J. *Fiscal Policy in Underdeveloped Countries: With Special Reference toIndia.* Routledge, 2011.

- Centre for Budget and Governance Accountability, Annual Reports.

- Goel, S.N. *Public Financial Administration.* New Delhi: Deep and Deep, Latest Addition.

- Hansen, James A. and Sanjay Kathuria (eds.). *India: A Financial Adjustment for theTwenty First Century.* OUP, 1999.

- Kumar, K. Gopa. "Historical Evolution of Federal Finances in India" *FederalGovernance* 9, No. 1, 2012.

- Mathur, B.P. *Government Accountability and Public Audit*. New Delhi: Uppal, 2007.

- Mahajan Sanjeev K & A.P. Mahajan. *Financial Administration in India.* New Delhi: PHI,2014.

- Paswan,   Pooja. *Financial   Administration   of   India*.   New   Delhi:Sage Publications, 2019.

- Sarapa, A. *Public Finance in India*. New Delhi: Kanishka, 2004.

DMPAS – 303
RURAL AND URBAN GOVERNMENT IN INDIA

Block- I

Approaches and Debates

Unit 1 : Approaches to the study of Local Government.

Unit 2 : Contemporary debates in rural and urban governance.

Unit 3 : State-Local Relationship: Administrative and Financial.

Block- II

Panchayati Raj Institutions

Unit 1 : 73rd Constitutional Amendment: Basic Features.

Unit 2 : Organizational Structure of Rural Local Government.

Unit 3 : Issues of Panchayati Raj Institutions (PRIs): Personnel, Finance,Capacity Building and Devolution Index, Gram Swaraj Abhiyan.

Block III

Urban Governance

Unit 1 : 74th Constitutional Amendment: Basic Features.

Unit 2 : Organisational Structure of Municipal Bodies and Reforms.

Unit 3 : Contemporary issues of Urbanization and Urban governance: SmartCities, Amrut

Suggested Readings:

- Ahluwalia, Isher Judge, Ravi Kanbur, and P. K. Mohanty (Eds.). *Urbanisation in India:Challenges, Opportunities and the Way Forward*. New Delhi: Sage 2014.

- Bardhan, P. and D. Mookherjee (Eds). *Decentralization and Local Governance inDeveloping Countries: A Comparative Perspective.* MIT Press, 2006.

- Batra Lalit. *A Review of Urbanization and Urban Policy in Post-Independent India*.CSLG Working Paper Series, CSLG/WP/09/05, Centre for the Study of Law and Governance, Jawaharlal Nehru University, 2009.

- Datta, Abhijit. *Strategies for Municipal Decentralization in India: Functions, Finances and Autonomy, in Accountability and Decentralization in Urban Governance.* NationalWorkshop organized by the National Foundation for India. New Delhi: 7 October 1994, (Publication No.2/95).

- Dhaliwal, S.S. *Good Governance in Local Government*. New Delhi: Deep & DeepPublications, 2004.

- Jain, A.K. *Urban Planning and Governance*. Delhi: Bookwell, 2010.

- Jain, Jasbir S. and R.P. Joshi, *Panchayat Raj in India: Emerging Trends Across the States*.Delhi: Rawat Publication, 2002.

- Jain, L.C. *Decentralization and Local Governance*. Orient Black Swan, 2005.

- Jayal, Niraja Gopal, Amit Prakash and Pradeep K. Sharma. *Local Governance in India Decentralization and Beyond*. Delhi: OUP, 2007.

- Kumar, Girish. *Local Democracy in India; Interpreting Decentralization.* New Delhi:IIPA, 2006.

- Maheshwari, S.R. *Local Government in India*. Lakshmi Narain Agarwal, 2014.

- Raghunandan, T.R. *Decentralization and Local Governments: The Indian Experience.* Orient Black Swan, 2012.

- Rao, P.S.N. *Urban Governance and Management: Indian Initiatives*. Delhi: Kanishka,2006.

DMPAX – 304

DISASTER MANAGEMENT IN INDIA

(Choice-Based)

Block I

Understanding Disaster Management

Unit 1 : Disaster Management: Concept and Scope

Unit 2 : Understanding Natural and Man-Made Disasters

Unit 3 : Psychological and Socio-political impacts

Block II

Disaster Preparedness

Unit 1 : Concept, Nature and Phases

Unit 2 : Disaster Preparedness: Mitigation and Preparedness

Unit 3 : Role and Responsibilities of State, NGOs, Community and Media

Block III

Disaster Response and Recovery

Unit 1 : Disaster Response Plan: State, Union and Local ; NDRF

Unit 2 : Communication, Participation and Enforcement of Emergency Plans

Unit 3 : International Models of Change: State and Private Agencies (Australia, Chile, Japan, Indonesia, Philippines, USA)

Suggested Readings:

- Blaikie P. and others. *At Risk: Natural Hazards, People's Vulnerability and Disaster.* London: Routledge, 2005.

- Carter, W. Nick. *Disaster Management: A Disaster Managers Handbook.* AsianDevelopment Bank, 1992.

- Centre for Science and Environment; *Down to Earth*, Vol. 10, No. 6, New Delhi;2001.

- Cohen, D. Aftershock: *The Psychological and Political Consequencesof Disaster*.Paladin Publication, 1991.

- Drake, F. *Global Warming*: *The Science of Climate Change. Oxford University Press*,2000.

- Khan, Amir Ali, Anshu Sharma and Manu Gupta. *Role of NGOs in DisasterManagement in India*. New Delhi: Mimeo, 1996.

- Munasnigha, Mohan. *Natural Disasters and Sustainable Development: Linkage andPolicy Options*.

Washington D.C.: World Bank, 1996.

- Shukla P. R., S. K. Sharma and P. Venkatraman (Eds.). *Climate Change and Indian Issues,*
Concerns and Opportunities. New Delhi: Tata McGraw Hill,2002.

- Smith, K. *Environmental Hazards*, *Assessing Risks and Reducing Disasters.* Routledge, 196.

- World Disaster Report, *ICRC and Red Crescent,* Oxford Press, 2000.

DMPASX – 304:
OFFICE MANAGEMENT AND ADMINISTRATIVE IMPROVEMENT
(Ability Enhancement)

Block I
Office Organization: Layout and Space Management

Unit 1 :   Office Procedure and Office Manuals: Forms, Designing and Control.

Unit 2 :   Office Communication: Handling Mail and Electronic CommunicationSystem

Unit 3 :   Records Management: Classification, Indexing and Preservation of Records.

Block II
Administrative Improvement: Techniques

Unit 1 :   O and M Approach, Work Study and Work Measurement.

Unit 2 :   Operational Research and Use of Information Technology.

Unit 3 :   Programme Evaluation and Review Techniques (PERT) and Critical PathMethod

Block III
Evaluation, Development and Change

Unit 1 :   Programme Evaluation and Performance Measurement: New Indicators andMethods.

Unit 2 :   Management by Objectives and its Application in Public Administration.

Unit 3 :   Organization Development and Change–TQM, Reengineering,Bench-marking and Empowerment.

Suggested Readings:

- Arora, S.P. *Office Organisation and Management, 2nd Ed.* New Delhi: VikasPublishing House, 2009.

- Balanchandran, V., & Chandrasekaran. V. *Office Management.* Tata McGraw Hill,2009.

- Bhatia, R.C. *Principles of Office Management.* New Delhi: Lotus Press,2005.

- Chopra,   R.K. *Administrative   Office   Management*   2nd Ed. NewDelhi: Himalaya Publishing House, 2010.

- Dubey, N.B. *Office Management,* New Delhi: Global India Publications Pvt. Ltd.,2009.

- Ferrera, E.J. *Fundamental of Office Management*. Juta Academic, 2011.

- Gadkari, S.S. *Office Management for Public Administration.* New Delhi: Concept, 1997.

- Gibson, P. *Administrative Office Management,* 13th Ed. South Western CengageLearning, 2004.

- Keeling, B.L., & Kallaus, N.F. *Administrative Office Management* South- WesternEducational Pub., 1996.

- Thukaram, M.E., *Office Organization and Management.* New Delhi: AtlanticPublishers and

Distributors, 2000.

- Zone, K. Quible. *Administrative Office Management.* Prentice Hall, 2001.

<u>**Semester IV**</u>

DMPAS – 405
CORPORATE GOVERNANCE IN INDIA
Block I

Features and Theories of Corporate Governance

Unit 1 : Corporate Governance: Concept, Objectives, Features and Evolution.

Unit 2 : Theories of Corporate Governance: Stakeholders Theory, Stewardship Theory and Agency Theory.

Unit 3 : Principles of Corporate Governance with special reference to Principlesof OECD.

Block II

Corporate Governance and Ethics

Unit 1 : Corporate Governance Code, Advantages.

Unit 2 : Corporate Governance and Ethics, Corporate Social Responsibility, Corporate Governance in Public Enterprise

Unit 3 : CEO: Appointment, Functions and Role.

Block III

Corporate Governance: Issues and Challenges

Unit 1 : Rights and Privileges of Share Holders and Investors.

Unit 2 : Board of Directors: Types, Composition and Functions.

Unit 3 : Corporate Governance: Issues, Challenges and Future Trends.

Suggested Readings:

- Pacces Alessio M. *Rethinking Corporate Governance: The Law and Economics ofControl Powers.* Routledge, 2012.

- Bhatia, S.K. *Business Ethics and Corporate Governance.* New Delhi: Deep and DeepPublication Pvt. Ltd., 2004.

- Bhattacharya, Asish K. *Corporate Governance in India: Change andContinuity*. Oxford: 2016.

- Bhayana, Sanjay. *Corporate Governance Practices in India*. New Delhi: Regal Books,2007.

- Bansal, C. L. *Corporate Governance – Law Practice & Procedures with Case Studies.* New Delhi: Taxmann Allied Services Pvt. Ltd., 2005.

- Mallin, Christine A., *Corporate Governance*. Oxford University Press,2012.

- Das, Subhash Chandra. *Corporate Governance: Codes, Systems, Standards andPractices.* New Delhi: Prentice Hall India, 2013.

- Dewan, S.M. *Corporate Governance in Public Sector Enterprises.* Doeling KindersleyIndia Pvt. Ltd., 2006.

- Sarkar, Jayati and Subrata Sarkar. *Corporate Governance in India*. New Delhi: Sage,2012.
- Kumar, Surendar. *Corporate Governance – A Question of Ethics.* New Delhi: GalgotiaPublishing Company, 2002.

DMPAS – 406
DEVELOPMENT ADMINISTRATION IN INDIA
Block I

Development Administration: Concepts, Models, Policies

Unit 1 : Development Administration: Concepts, Features, Models and Challenges.

Unit 2 : Sustainable Development, Environment and Sustainable Development

Unit 3 : Administration of Development: Plans, Programmes and Policies.

Block II
Democratic Decentralization, Social Welfare Administration

Unit 1 : Democratic Decentralization: Concept and Emerging Patterns.

Unit 2 : Social Welfare Administration: Concept, Nature, Scope and Tools

Unit 3 : Social Welfare Administration: Policies, Types and Purpose of SocialService Organisations

Block III
Role of Bureaucracy, Civil Society and Reforms

Unit 1 : Changing role of Bureaucracy in the context of Liberalization andGlobalization.

Unit 2 : Role of Civil Society: People's Participation in Development Administration.

Unit 3 : Current Administrative Reforms in India.

Suggested Readings:

- Banerjee, Arpita and Pravat Kumar. *Development Disparities in India: An Enquiryinto Convergence.* Springer Publications, 2015.
- Gable, Richard W. *Development Administration: Background, Terms,Concepts, Theories, and a New Approach.* ASPA, 2008.
- Goel, S.L. *Development Administration–Potentialities and Prospects.* New Delhi: Deep& Deep Publication, 2010.
- Gupta, Akhil. *Postcolonial Developments: Agriculture in the Making of Modern India.* Duke University Press, 1998.
- Palekar, S.A. *Development Administration*. New Delhi: PHI, 2012.
- Parmar, MS and Mary Parmar; *Issues in Development Administration*. Majestic Books,2000.
- Sapru, RK. *Development Administration*. New Delhi: Sterling Publiations, 2012.
- Singh, Surat & Mohinder Singh (Eds.). *Rural Development Administration in the 21st Century*. New Delhi: Deep & Deep Publications, 2006.
- Singh, Birkeshwar Prasad and Sakendra Prasad Singh. "Development Administration in India Some Essential Prerequisites", *The Indian Journal of Political Science,* Vol. 42, No. 1, 1981.
- Verma, S.P. *Development Administration.* New Delhi: IIPA, 1983.

POLITICAL ECONOMY OF DEVELOPMENT IN INDIA

(Choice-based)

Block I

Conceptual Aspects

    Unit 1 :   Understanding Political Economy of Development: Dimensionsand Theories of Development

    Unit 2 :   Political Economy of the Indian State

    Unit 3 :   India's Development Indicators

Block II

Planned Development Era

    Unit 1 :   Development Planning

    Unit 2 :   Agricultural and Industrial Policies

    Unit 3 :   The Politics of Industry and Labour

Block III

Development in the post-Reform Era

    Unit 1 :   Change in Growth Strategy: LPG policies

    Unit 2 :   Indian Economy and International Economic and Financial institutions World Bank, IMF and WTO

    Unit 3 :   Social Implications of Reforms: Poverty, Inequality and Social Exclusion

Suggested Readings:

- Bardhan, Pranab. *Political Economy of Development in India*. OxfordUniversity Press, 1998.

- Byres, T J (ed.). *The State and Development Planning In India*. OUP, 1994.

- C.P., Chandrasekhar and Jayati Ghosh. *The Market That Failed*: *Neoliberal EconomicReforms in India*. Leftword, 2004.

- Chibber, Vivek. *Locked in Place: State-Building and Late Industrialization in India*.Tulika Books, 2004.

- Frankel, Francine R. *India's Political Economy 1947-2004* Second Edition, NewDelhi: Oxford University Press, 2005.

- Jaffrelot, Christophe, Atul Kohli and Kanta Murali (eds.). *Business and Politics in India*. Oxford University Press, 2019.

- Dreze, Jean and Amartya Sen. *An Uncertain Glory: India and itsContradictions.* Allen Lane, 2013.

- Kohli, Atul. *State Directed Development in the Global Periphery.* Cambridge UniversityPress, 2005.

- . *Poverty Amid Plenty in New India*. Cambridge University Press, 2012.

- Rudolph L. and S Rudolph. *In Pursuit of Lakshmi: The Political Economy of theIndian State*. Orient Blackswan, 1987.

Sen, Amartya. *Development as Freedom.* Oxford: University Press, 1999

DMPAS – 407: ADMINISTRATIVE LAW
(Skill Enhancement)

Block I

Introduction

Unit 1 : Administrative Law: Concepts, definition scope and recent, role ofthe constitution and Administrative Law, Rule of Law, Droit Administratif

Unit 2 : Classification of Administrative Power: Rules making power,Adjudicatory power, Administrative power

Unit 3 : Delegated Legislation and its control: Factors leading to delegatedlegislation, restraints on delegation of legislative power, control over delegated legislation

Block II

Administrative Discretion and its control

Administrative Adjudication/Tribunal: Judicial behavior and administrative discretion in India, characteristics of administrative tribunal

Unit 1 : Administrative Adjudication/Tribunal: Judicial behavior and administrative discretion in India, characteristics of administrative tribunal

Unit 2 : Principles of Natural Justice or fairness: Conceptual formulation.

Unit 3 : Disciplinary action against Public Servants: Its significance,Constitutional provisions, causes of disciplinary proceedings.

Block III

Judicial review of Administrative Action and Redress of Public grievances andInstitution of Ombudsman

Unit 1 : Constitutional remedies

Unit 2 : Public undertakings and Public corporations

Unit 3 : Public administration and role of Civil Service in India

Suggested Readings:

- Craig, Paul P. *Administrative Law.* Sweet & Maxwell, 2016.
- Croley, Steven. P. *Regulation and Public Interests*: *The Possibility of Good Regulatory Government*. Princeton University Press, 2009.
- Guissani, Elizabeth. *Constitutional and Administrative Law*. Sweet and Maxwell,2008.
- Jain, M.P. *Principles of Administrative Law*. Delhi: Universal, 2011.
- Leyland, Peter and Gordon Anthony: *Administrative Law.* OUP, 2012.
- Massey, I.P. *Administrative Law.* Eastern Book Company, 2012.
- Rosedar, S.R.A. *Administrative Law*. Lexis Nexis, 2010.
- Sathe, S.P. *Administrative Law,* Delhi: Butter worth, 2010.
- Schuck, Peter. H. *The Limits of Law*: *Essays on Democratic Governance*. WestviewPress, 2000.
- Wade, H.W. R & C. F. Forsyth. *Administrative Law* (VII Ed.). OUP, 2009.

2. COUNSELLING SESSION

Counseling sessions are held online on weekends within the general academic scheduled of the Programme. **It may be noted that the counseling sessions are not conventional classroom teaching. Lectures will be largely based on discussions which will help to overcome difficulties faced by the candidates while going through the SLMs.**

In these sessions candidates must try to resolve subject related difficulties if any. Before you proceed to attend the counseling sessions, please go through your Self Learning Materials and identify of the points to be discussed. The detailed schedule of the counseling sessions will be available on the University Website: https://www.jmi.ac.in/cdol/cschedule

Counseling session will be organized in all theory / practical courses. There will be 6 counseling sessions of 2 hours each. Attending the counseling session is not mandatory, nevertheless is always in the interestof learner to attend these session.

MODE OF INSTRUCTION

It is based on Self-Learning Study Material prepared and supplied by CDOE, besides counseling sessions and other exercises such as assignments etc. (The SLM will be provided in English. Assignments and Question Papers for examinations will also be provided only in English language.)

3. UPDATES REGARDING ACADEMIC ACTIVITIES

After completion of all admission formalities, the admitted students shall receive a link via an email for joining Google Classroom. It is mandatory for the students to join and regularly check their Google Classrooms regularly. All important updates regarding counseling sessions, internal assignment and examinations shall be posted throughout the course duration on Google Classroom. For examination, results and other information kindly visit the given website link. https://jmicoe.in/

4. ACADEMIC CALENDAR

The academic calendar provides important dates and other relevant information corresponding to activities such as Counseling, Assignments, and Examinations etc. **Try to keep an eye on the important dates given in your academic calendar for different activities. You can view and download your academic calendar from JMI website – https://jmi.ac.in/Centre-For-Distance-And-Online-Education-(CDOE)/Academic-Calendar as well as on the notice board of Centre for Distance and Online Education / Learner Support Centres.**

5. LEARNER SUPPORT CENTRES

The Learner Support Centre to which you have been admitted will remain your Learner Support Centre till you clear all components of the programme during maximum from duration f the programme. No student would be permitted to change his/her Learner Support Centre at any point of time. All the activities related to Counselling, Assignments and Semester End Examinations will be held at the Learner Support Centre only. However, the CDOE, JMI reserves the right to discontinue/change the Examinations/ Learner Support Centre at any point of time as it deem appropriate.

6. EVALUATION SYSTEM

Assignments

Assignments are a part of continuous evaluation system. The submission of assignments is compulsory.

Assignments of a course carry 25% weightage in terms of marks.

Assignments are designed in such a way as to help you concentrate mainly on the course material (SLM). However, access to other books and sources will be an added advantage in your academic pursuits.

Assignments should be hand written. Typed or printed assignments **shall not be** entertained. For your own record it is advisable to retain a copy of all the assignment responses.

You have to submit the Assignments on **Google Classroom** on or before the last date of submission mentioned in the Academic Calendar.

Write your Name and Roll Number correctly and legibly on the front page of each subject Assignment.

Getting pass percentage in assignments is mandatory. If you do not get passing marks in any assignment, you have to submit a fresh assignment in consultation with the Programme Coordinator. However, once you get the passing marks in an assignment, you cannot re-submit it for improvement of marks.

Re-evaluation of assignments is **not** permitted.

Semester End Examinations

Semester End Examination is the major component of the evaluation system and it carries 75% weightage in final result. Passing percentage of semester end exams is 40%. It is important to pass in end semester exams (UE) in each subject. In case, student fails and remains absent for one or more papers of end semester examinations then they will can re-appear for the same in the subsequent semester. Students will be eligible for this provision for upto 4 Years. Once years to their admission are completed, their admission shall lapse.

Semester End Examination Form

You must fill in the Semester End Examination Form Online once the notification is issued on the CDOE website. The examination forms should be submitted on or before the last date mentioned. Students are required to register for examinations on the given website. http://jmiregular.ucanapply.com/universitysystem/distancestudent/

While submitting your Examination Form for the Semester End Examinations, it is your responsibility to check whether you are registered for the programme and eligible to appear for that examination. If any of the above requirements are found missing, your examination is liable to be cancelled.

Semester End Examination Date-sheet

On receipt of your Examination Form, the Admit Card will be issued 15 days before the commencement of the Semester End Examination. In case you fail to download the Admit Card before the commencement of examination, you may contact your Examinations Centre / Learner Support Centre.

Examinations Date-sheet will be uploaded on the website much in advance before the commencement of the Examination at https://jmicoe.in/

7. SEMESTER END EXAMINATION RESULT

The evaluation consists of two parts (i) Assignments (ii) Semester End Examination. In the final result all the Assignments of a course will carry 25% weightage while 75% weightage will be given to the Semester End Examination.

Declaration of Result

To pass a Programme under distance and online mode, a candidate must obtain:

(a) at least 40% marks in each component of theory papers i.e. in assignments and Semester

Examination, separately;

(b) an aggregate of at least 50% marks based on all theory papers and assignments, to obtain the degree;

Division

On the basis of the marks obtained, division will be awarded in the following way:

(i) Distinction to those who obtain 75% marks or more in the aggregate.

(ii) First division to those who obtain 60% marks or more in the aggregate.

(iii) Second division to those who obtain less than 60% marks in the aggregate but not less than 50% marks.

(iv) Third division to those who obtain less than 50% marks in the aggregate but not less than 40% marks.

Grace Marks: A maximum of three (3) grace marks shall be given only to those students who by obtaining them are able to either pass the examination or improve to get a division. Only minimum grace marks as required shall be awarded. The grace marks awarded shall be counted in Grand total.

Grievance Redressal Committee

1.   Nominee of VC
2.   Dean CDOE
3.   Other Members as Appointed by the Director to the Committee

Promotion to the next Semester of the Programme

- No candidate shall be permitted to move to the third semester if he/she has a backlog of more than 50% of the courses of the first and second semesters combined.
- The students will be declared successful for award of Degree only after clearing all theory papers and assignments required within the maximum time period inclusive of the year of admission. A student who does not appear in any component (Semester End Examination and assignments) in the minimum duration provided for the Programme, he/she will have to seek re-registration by submitting the prescribed fee through Demand Draft if he/she wishes to continue through the Programme.

Re-evaluation of Answer Scripts

No request for re-evaluation of the result declared in any course shall be entertained. However, the re-totalling of marks of an answer book will be permitted on submission of an application along with the prescribed fee by the candidate to the Controller of Examinations.(Form attached at the end)

Improvement of Result

A student may be allowed to appear in the Semester End Examination for improving his/her result provided that:

- A student may be allowed to improve his/her grade in any two of the courses in the next semester. However, the improvement of the odd/even semester course will be permitted in the next odd/even Semester End Examination only.
- Improvement examination will be held in Theory courses only.
- The appearance at such an examination in the course will be allowed only once. No further chance will be given under any circumstances.
- For the purpose of determining the final division/ grade, the grades obtained by the candidate in the improvement examination only will be taken into consideration.

8. GENERAL REGULATIONS

Programme Fee, Re-Registration, Late fee and other Charges

- **Programme Fee:** The Programme fee is payable in advance each year, irrespective of results through online mode on the link available on Jamia Millia Islamia website.

- **Re-Registration Fee:** A student who does not appear in any component (i.e. theory and assignment) of the Programme during the minimum period and wishes to continue the Programme, then he/she will have to re-register by paying the prescribed re-registration fee; given in the table on next page.

- **Late Fee:** A student who doesn't submit his/her Assignments and Examination Form on time may submit the same with the prescribed late fee; and

- Candidates are required to intimate the relevant authorities, sufficiently in advance, if there is any change of address/mobile number etc.

Table: Renewal and other Fee applicable for MAPA

Sl. No.	MAPA	Fees/Charges (Rs.)
1.	Programme/Renewal Fees (to be paid for final Year)	10000/-
2.	Submission of Assignments with late fees up to the maximum period of 4 weeks	100/- (Per Assignment)
3.	Submission of Assignments in the following years (In case of absence/fail if any)	200/- (Per Assignment)
4.	Submission of Semester End Examination form with late fees up to 4 weeks.	250/-
5.	Submission of Semester End Examination form with late fees beyond 4 weeks up to the next 4 weeks.	600/-
6.	Re-appearing in Semester End Examination (In case of absence/fail/improvement)	500/- (Per paper/course)
7.	Re-Registration Fee*	3000/-
8.	Provisional Certificate	50/-
9.	Migration Certificate	50/- (after passing exam)
10.	Migration Certificate	200/- (before passing exam)
11.	Duplicate Statement of Marks (Attach a copy of FIR)	200/-
12.	Duplicate Identity Cards (Attach a copy of FIR)	200/-
13.	Change of Address in ID Card	50/-
14.	Change of Course / Papers after collecting SLM however before the commencement of Semester End Examinations.	1500/- (per Course /paper)

Note: * If a candidate fails to appear in any of the prescribed components of the Programme within the stipulated period of 2 years (4 Semester) and desires to continue the Programme after the lapse two years he/she should re-register for the Programme by depositing the above mentioned re-registration fee. The Fee once paid will not be refunded or adjusted under any circumstances.

All the fees/charges wherever, applicable will be payable only **through CDOE Online Fee Payment Portal.**

All the aforesaid fee is subjected to revision during the academic year as per University rules.

Centre Form Distance and Online Education
Jamia Millia Islamia, New Delhi – 110025

Admission Renewal Form

MAPA, Semester –III & IV

Session ....

Roll No. ……………………………….   **Enrolment No. …………………………...**

Name of the Learner Support Centre …….....…………………………………………………………………

Learner Support Centre Code No. …………………………………………………………..……………..

Name of the Candidate ………………………………………………………………………………………..
(Block Letters)

Father's Name & Address …………………………………………………………………………………..

…………………………………………………………………………………......………………

…………………………………………………………………Mob……………………………………

I wish to take admission in …………………………………………….... Year …………………………..
Name of Course

Mobile No. …………………………………...

…………………………………………   …………………………………………………
        (Date of Submission)   **(Signature of the Candidates)**

The Candidate has been promoted to ……………………… And the fee of Rs ……………………………has been

deposited   through   Receipt   No.   …………………………………   Date ………………………………………Bank

………………………………………………………………………

…………………………………………………   ……………………………………………………..
(Signature of the Programme In-Charge)   **(Signature of the Verifying Officer)**

Centre for Distance and Online Education JAMIA MILLIA ISLAMIA
(A Central University by an Act of Parliament)

Application Form for Re-registration

(Particulars should be filled in by the Candidate in his/her own handwriting)

Dean
Centre for Distance & Online Education
Jamia Millia Islamia
New Delhi-110025

Affix an attested photograph

Sir,

I seek re-registration to the programme……………………………………………………………………………………., Session …………………………… As I could not appear in any component in the Semester ………………… Session…………………

I certify that I am the same person who took admission in this programme in session………………………..

Yours Faithfully

(Signature of the Applicant)

Re-registration fee Rs. ……………………………… by Receipt/DD No……………………………………… Drawn on Bank …………………………………………… Dated …………………………………is enclosed herewith.

Particulars

Candidate's Name (in Block Letters) ……………………………………………………………………………

Candidate's Name in Urdu or Hindi: ……………………………………………………………………………

Father's Name: (in Block Letters): ……………………………………………………………………………

Father's Name in Urdu or Hindi : ……………………………………………………………………………

Present Postal Address : ……………………………………………………………………………

……………………………………………………………………Phone No. ……………………………

Name of the Programme Admitted………………………………………… Semester ………Year …………

Roll No. ……………………………………………Enrolment No. ………………………………………

Programme Centre Code & Name …………………………………………………………………………

(For Office Use Only)
Received application form of Ms/Mr ………………………Roll No.………………………………for re-registration to the programme ………………………… Session ……………… Receipt No. …………………………
Bank ………………………………Date ………………………………… of Amount ………………………………

Centre for Distance and Online Education   **Dated …………………………….**

Centre for Distance and Online EducationJAMIA MILLIA ISLAMIA
(A Central University by an Act of Parliament)

APPLICATION FOR RE-TOTALLING OF ANSWER SCRIPT(S)

(Particulars should be filled in by the candidate in his/her own handwriting)

A. Name of candidates (in Block letters) .... Roll No.
.... Enrolment No. ....
Name of the Programme/Exam... Part............. (Annual 20......

Particulars of papers in which Re-totalling is required is given below:

Course/Paper (see Paras 5&12)	MARKS Obtained out of	Aggregate	Result
1.	....	....	....
2.	....	....	....

Note: Original Statement of Marks (Marks-sheet) together with a Photostat copy should be attached herewith.

....

B. **DECLARATION:**
   (i)   I have carefully read ordinance and I agree to abide by the same.
   (ii)   I also undertake to accept the final result to be declared by the Controller of Examinations, Jamia

Date ....
                                                    Signature of the Candidate

                                             Present Address ....

                                             ....

                                             ....

C. Amount of Fee of Rs. ....paid Vide Receipt No./DD No............................. Name of the Bank
.... Date .... (Receipt/DD attached)
(see Paras 1, 3 & 6 printed-overleaf)

Received   application   form   of   Mr./Ms.   ....
Class ....for Re-Tottaling

Date ....   For Controller of Examination

JAMIA MILLIA ISLAMIA

(A Central University by an Act of Parliament)

APPLICATION FOR CERTIFICATE

The Controller of Examination
Jamia Millia Islamia, New Delhi -110025

Sir,

I request you to please issue me the Certificate mentioned below. I certify that I am the same candidate who appeared at the following examination. My signature and particulars given below are attested by the Programme Incharge / Dean, Centre for Distance and Online Education / Gazzetted Officer.

Yours faithfully,

....
CANDIDATE

PARTICULARS

1. Candidate's Name...
(in Block Letters)

2. Candidate's Name in Hindi or Urdu...

3. Father's Name..
(in Block Letters)

4. Father's Name in Hindi or Urdu..

5. Present Postal Address...

....Phone / Mobile No...

6. Name of the Examination...Semester.....................Year..

7. Roll No....................Enrolment No.........................Previous Enrolment No if any...

8. Date of admission (in the Centre for Distance and Online Education)..
(To be filled when the Migration Certificate is required)

9. Certificate Required ....

....
Attested by Dean, Centre for Distance and Online Education / The Programme Incharge / Gazzetted Officer (Office Stamp)

NOTE: FOR PROVISIONAL/MIGRATION, PLEASE ATTACH A PHOTOSTATE COPY (ATTESTED) OF THE MARKSHEET OF FINAL EXAMINATION	Received the Certificate mentioned above .... CANDIDATE

Amount of Fee of Rs. ....paid Vide Receipt No / DD No..Name of the

Bank...Date.......................(Receipt/DD   attached).   I   authorize......

.... to collect my...................................... Certificate.

The Specimen Signature of Messenger is given below:

....
Specimen Signature of Messenger   CANDIDATE

-- Received

application   form   of   Mr./   Ms...Class............................... for Certificate.

Date...................................   For Controller of Examination

FEES FOR ISSUING MIGRATION, PROVISIONAL & OTHER CERTIFICATES

		RUPEES
1.	**PROVISIONAL CERTIFICATE**	**50**

2. DUPLICATE MARKSHEET / MIGRATION / PROVISIONAL   **200**
(For above – mentioned Duplicate Certificate attach a copy of F.I.R)

3. MIGRATION CERTIFICATE
a) After passing the examination for which the applicant was studying   **50**

b) Before passing the examination for which the applicant was studying   **200**

4. CHANGE OF NAME:
A student applying for change of his/her name in the Register of students shall submit his/her application to the Controller of Examinations accompanied by:

a) The prescribed fee Rs. 150/- by demand draft.

b) An affidavit relating to his / her present and proposed name, duly sworn in the presence of a Magistrate by himself/herself.

c) A publication from a newspaper in which the proposed change of name has been advertised. However the provision relating to publication shall not be applicable in case where a woman candidate is wanting to change her name following her marriage.

The Examination Committee on considering such applications and taking decisions thereon shall report to the Majlis-I-Talimi (Academic Council)

		Minimum Time required (working days)
i)	Provisional Certificate	------- 20 days
ii)	Migration	------- 20 days
iii)	Duplicate Marksheet	------- 20 days
iv)	Change of Name	------- 6-7 days

5. TIME REQUIRED FOR PREPARATIONS/ISSUE OF THE MARK-SHEET/CERTIFICATE PROVIDED ALL OTHER REQUIRED DOCUMENTS ARE ATTACHED.

Note: a) Old cases of more than 3 years will require more time.
  b) Students must fill separate forms and attach separate Demand Drafts for each certificate to be issued.
  c) Demand Draft of an appropriate amount per certificate etc. should be in favour of **" Jamia Millia Islamia**". and payable at New Delhi . Please send all the documents and demand draft for the required certificates to **"The Controller of Examinations, Jamia Millia Islamia, Jamia Nagar, New Delhi-110025"**.
  d) Postal Charges: If the Certificate Marksheets etc is required by post, then you must send your form accompanied by a self-addressed envelope bearing Indian Postal Stamps of Rs. 30/- Only.

JAMIA MILLIA ISLAMIA
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FOR ISSUE OF DEGREE/DIPLOMA/CERTIFICATE

The Controller of Examination
Jamia Millia Islamia,
New Delhi-110025

Sir,

<div style="border:1px solid black; float:right;">
Affix an attested
photograph
</div>

I request you to please issue me the Degree/Diploma/Certificate mentioned below. I certify that I am the same candidate who appeared at the following examination. My particulars are as follows

1. Candidate's Name………...
<div style="text-align:center;">(in Block Letters)</div>

2. Candidate's Name in Hindi or Urdu……………………………………………………………………………………………

3. Father's Name……………………………………………………………………………...………………...………………...
<div style="text-align:center;">(in Block Letters)</div>

4. Father's Name in Hindi or Urdu……………………………………………………………………………………………...

5. Mother's Name……........

6. Present Postal Address………………………………………………………………………………………………………...

………………………………………………………………Phone / Mobile No……………………………………...………………………

7. Name of the Examination………………………………Semester…………………Year…………………………………...………………

8. Roll No…………………Enrolment No………………………Previous Enrolment No if any………………………………………………

Previous Enrolment No if any……………………………...……………………………………………………………….   Yours Faithfully,

Verified from the records and certified that Mr./ Ms……………………………………………
whose signature & photograph are attested above, has signed In my presence
and is a genuine candidate. He/She has no dues.   (Signature of Candidate)

<table>
<tr><td>Signature with Seal
Dean/Principal/Headmaster/Director (Concerned)</td><td>Received the Degree/Diploma/Certificate</td></tr>
<tr><td></td><td>Candidate/Messenger Signature with date</td></tr>
</table>

I authorize ………………………………………………………………… to collect my above mentioned Degree/Diploma/Certificate.

The Specimen Signature of Messenger is given below:

Specimen Signature of Messenger	(Signature of Candidate)

1.   Attach photocopies of marks sheets of all years examination (passed) (in case of improvement, attach a photocopy of improved marksheet).
2.   If the course is completed in more than minimum duration of course, attach photocopy of the combined marks sheet.
3.   The Candidate / Messenger must show his /her Identity at the time of receiving the degree/diploma/certificate.

Issue of Duplicate Degree / Diploma / Certificate:

Duplicate degree/diploma/ certificate can also be obtained on submitting an application along with the following:

1.   An affidavit signed and certified by the First Class Magistrate
2.   Cutting from the leading newspaper showing that the original has been lost or destroyed, or submit defaced/remaining portion of degree/diploma/certificate.
3.   Prescribed fee of Rs. 100/-

Time required for preparation/issue of the certificate provided all other required documents are attached.

Degree / Diploma / Certificate   30days

Duplicate Degree / Diploma / Certificate   60 days

Note : Old cases of more than 5 year will require more time.

I have read all above mentioned instruction carefully. I will abide by the rules and regulations or any instruction s given by Examination Department.

………………………………………………………...
Signature
Candidate / authorized person

Centre for Distance and OnlineEducation
JAMIA MILLIA ISLAMIA
Maulana Mohammed Ali Jauhar Marg
Jamia Nagar, New Delhi 110025

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