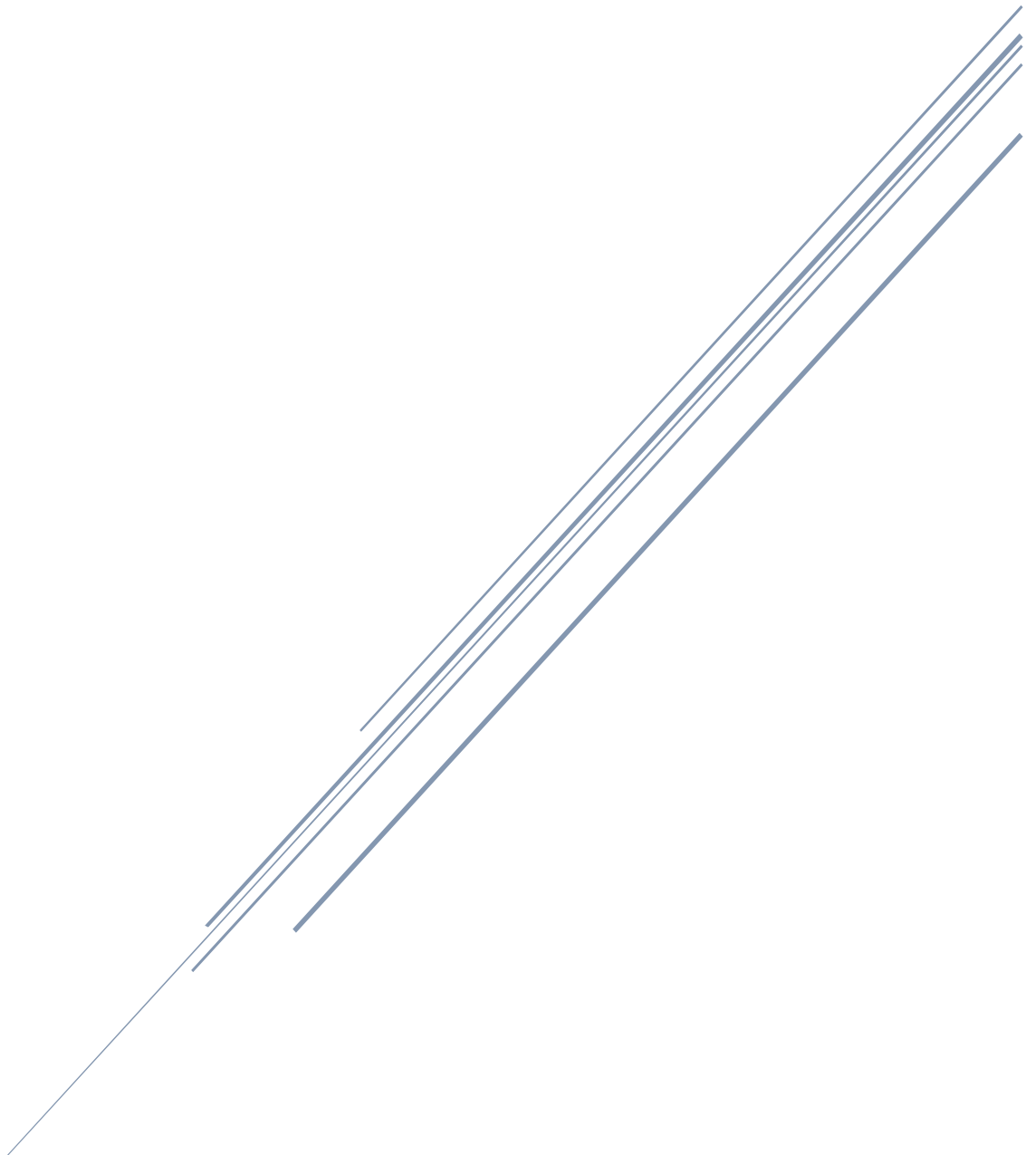


# MASTER OF ARTS (PUBLIC ADMINISTRATION)-ODL

PROGRAMME PROJECT REPORT (PPR)



**School of Social Sciences**

PPR of M.A. in Public Administration approved by 39th Academic Council (vide memo no.: Reg/0322 dated 14.03.2023) for delivery of programme through Open Distance Learning mode.

### ***i. Programme's mission and objectives:***

The mission of ODL and online programs are a) to improve access to higher education, b) to increase gross enrolment ratio(GER), and c )to provide opportunities for lifelong learning. The primary goal of this particular program of PGPA of NSOU is to provide a window of opportunities to the learners anywhere, who are committed to higher education but are unable to attend the campus

#### **Objectives:**

- ✓ To consolidate and further develop the learners' conceptual and practical understanding of the domain of Public Administration and its relation to allied disciplines.
- ✓ To update the learners' existing knowledge on the various theories and concepts of public administration and to further introduce them to contemporary developments.
- ✓ To encourage learners to acquire and develop knowledge, skills and capabilities which may contribute positively to an efficient and effective system of public administration.
- ✓ To promote a more analytical understanding of the structure and functions of public organizations in their particular political, social, legal, and economic context.
- ✓ To develop the learners' ability to analyze public policies and programs, identify the problems and issues related to such policies and make pertinent recommendations for amelioration.
- ✓ To impart knowledge on research methodology and its application and to develop a passionate and keen interest among learners for research and higher education.

### ***ii. Relevance of the program with HEI's Mission and Goals:***

To spread higher education in different parts of the state and we provide quality education in a flexible mode to serve the aim of establishing an equitable knowledge society within the state, provide higher education through distance learning through the language of the stateside. Bengali, to make education affordable to disadvantaged, to provide a facility for lifelong education to intending learners, to strive for up gradation of technology without compromising the basic values of the society, to contribute to the development of the state and the nation and to motivate learners to strive for secular, scientific and democratic education

The PGPA Course of NSOU is planned and designed in keeping congruence with the basic philosophy of ODL in general and the mission of NSOU in particular. The program is conducted bilingually in both English and Bengali to avail of wider and maximum coverage and to "reach the unreached" learners.

### ***iii. Nature of prospective target group of learners:***

The main target group of learners are people from different age groups who wishes to pursue higher education in Political Science and enhance their knowledge in the discipline to seek for a better career and lead a responsible life. The learners are from different socio-economic background and are located in different parts of the state of West Bengal and also from neighbouring other states. In compliance with the ultimate objective of distance education to reach the unreached, special care is taken to include learners from marginalised sections of the society, backward caste and tribes.

The target group of learners for the Post Graduate level are the Graduate students interested in studying Public Administration at a higher level.

### ***iv. Appropriateness of programme to be conducted in Open and Distance Learning and/or Online mode to acquire specific skills and competence:***

Traditionally, the social sciences were understood to be those academic fields of study that employ a scientific method to explore the social phenomenon. Political Science, as a discipline within School of Social Sciences at Netaji Subhas Open University break from this narrow tradition to provide students with a progressive, innovative and truly interdisciplinary learning environment. The programmes and courses are regularly updated by the Department to include the latest area of research of the discipline. The programmes are further designed and conducted such that capacity building of the learners as general competence, job orientation and skill development in the respective field are

ensured. This in turn helps the learner to contribute to the social development, research ability and also to acquire the specific skill of administrative knowledge in respect of governance, leadership, and management. The Discipline of Political Science also emphasizes the cultivation of critical skills )in developing fresh, innovative and original thinking( that helps to develop proficiency provide students with a firm basis for success in their academic careers.

#### **v. Instructional Design:**

**a. Introduction:** The instructional design of PG Public Administration programme seeks to develop holistic attributes for learners from their experience of learning in NSOU. The minimum duration of the Programme is 2 (two) years from the date of registration. The registration is valid for a period of maximum 5 (five) years. The Study Learning Materials for all courses are made available to the learners. The programme is delivered by academic counsellors both online and on campus through Personal Contact Programmes (PCPs) in the Study Centres/ Learner Support Centres. Audio Video Lectures by the faculty are uploaded on the LMS as part of the instructional design. Special lecture programmes and student seminars and workshops are also arranged by the NSOU faculty.

**b. Course Structure:** (Please see the detailed table below):

|                      | Paper  | Paper Code | Paper Type | Weightage for Assignment | Weightage for Term End | Full Marks |
|----------------------|--|------------|------------|--------------------------|------------------------|------------|
| 1 <sup>st</sup> Year | State, Society & Public Administration       | PGPA-I     | Theory     | 20%                      | 80%                    | 100        |
|                      | Advanced Administrative Theories             | PGPA-II    | Theory     | 20%                      | 80%                    | 100        |
|                      | Human Resource Management                    | PGPA-III   | Theory     | 20%                      | 80%                    | 100        |
|                      | New Dimensions of Development Administration | PGPA-IV    | Theory     | 20%                      | 80%                    | 100        |
|                      | Public Policy Analysis                       | PGPA-V     | Theory     | 20%                      | 80%                    | 100        |
| 2 <sup>nd</sup> Year | Financial Administration                     | PGPA-VI    | Theory     | 20%                      | 80%                    | 100        |
|                      | Local Government                             | PGPA-VII   | Theory     | 20%                      | 80%                    | 100        |
|                      | Governance and Administration                | PGPA-VIII  | Theory     | 20%                      | 80%                    | 100        |
|                      |  |            |            |                          |                        |            |

#### **Detailed Syllabus:**

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

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

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

Module – III • Background of Social Democratic ideology • Basic Principles of Social Democratic State • Principles of Socialist State and Administration • Recent changes: Chinese experience

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

PAPER – II: ADVANCE ADMINISTRATIVE THEORIES

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

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

Module – III • New Public Administration • New Public Management • From Government to Governance • Reforming Public Administration

Module – IV • Open Government and Open Society • Changing concept of Accountability • Transparency in Government • Right to Information • Citizen's Charter

PAPER – III: HUMAN RESOURCE MANAGEMENT

Module – I • Concept of Human Resource (Shift from Administrative to management Concept) • Women and Civil Service • Reservation in Administration

Module – II • Selection (recruitment) • Development (training) • Human Resource Accounting • Performance Appraisal

Module – III • Compensation • Salary and other monetary benefits • Leave conditions • Terminal benefits

Module – IV • Motivation • Discipline • Employer – Employee relation Joint consultative machinery

PAPER -IV: NEW DIMENSIONS OF DEVELOPMENT ADMINISTRATION

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

Module – II • People's participation and Development Administration • Concept of People's participation • Methods of People's participation • Hindrances to People's participation (Bureaucracy, Social power structure, Organizational & Structural)

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

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

PAPER – V: PUBLIC POLICY ANALYSIS

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

Module-II • Rationalist Approach • Incrementalist Approach • Political Economy Approach • Other Approaches

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

Module-IV • Policy Implementation • Monitoring • Evaluation • Policy Impact and Public Response

PAPER-VI: FINANCIAL ADMINISTRATION

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

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

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

Module-IV • Parliamentary control over financial administration: Budget approval: Public Accounts Committee, Estimates Committee, other financial committees. • Centre-State financial relation in India-Finance Commission and State Finance Committees. • Planning and financial administration- Plan and Non-Plan funds management, Planning machinery: Planning Commission & National Development Council, Local Level Planning.

PAPER-VII: LOCAL GOVERNMENT

Module-I • Liberal Approach • Neo-Liberal Approach • Marxist Approach • Neo-Marxist Approach

Module-II • Britain • USA • France • Germany

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

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

PAPER-VIII: GOVERNANCE AND ADMINISTRATION

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

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

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

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

## c. Faculty &amp; Support Staff requirement:

| Sl. No. | Faculty             | Name of the Faculty               | Work at (HQ/RC) | Number |
|---------|---------------------|-----------------------------------|-----------------|--------|
| 1       | Professor           | Prof. Pujan Kumar Sen             | RC - 1          | 1      |
| 2       | Professor           | Prof. Sujit Narayan Chattopadhyay | RC - 1          | 1      |
| 3       | Associate Professor | Sri Ajit Kumar Mondal             | RC - 1          | 1      |
| 4       | Assistant Professor | Dr. Basabi Chakraborty            | RC - 1          | 1      |
| 5       | Assistant Professor | Mr. Debajit Goswami               | RC - 1          | 1      |

## d. Support Staff:

| Sl. No. | Office Staff (Designation)  | Work at (HQ/RC) | Number |
|---------|-----------------------------|-----------------|--------|
| 1       | Junior Assistant            | RC - 1          | 1      |
| 2       | Junior Assistant Cum Typist | HQ - 1          | 1      |

## e. Instructional Delivery Mechanisms:

| Mode of Delivery/Types            | Delivery Mechanisms                               | Provided (Yes/No) | Detailed Information (Please Mention the Activity Hour)   |
|-----------------------------------|---|-------------------|---|
| Face to Face Mode                 | PCP   | Yes               | For each paper, thirty hours of the personal contact programme are held in different PCP centres as proposed by the university. In total, 120 hours of classes are taken by the academic counsellors.   |
|                                   | Tutorials/ Special Classes/ Remedial Classes/ PCP | Yes               | For each paper, ten hours of the tutorials, special classes, and remedial classes are conducted by the Department of Bengali. As part of an ICT-based learning management system, forty hours of online interaction were conducted each year. |
|                                   | Seminar/ Research Colloquium                      | Yes               | Throughout the year, seminars and conferences are held on interdisciplinary subjects online and offline at the different campuses of the university.  |
| Self-Learning                     | SLMs  | Yes               | The self-learning materials for each paper are provided to the learners, in addition to e-content if required from time to time during online sessions and a personal contact program.  |
|                                   | Reference Books                                   | Yes               | Each unit includes a list of recommended books to read in the self-study material. In addition, instructors at LSC (during PCP) and NSOU (during online sessions) help students through the use of reference books.                           |
| ICT/ Digital Wellness of students | Online (Web driven/Mobile App)                    | Yes               | Learners are facilitated by a learning management system and the NSOU Android app.  |
|                                   | Offline DVD/SD Card/USB Drive                     | No                |   |
|                                   | Telecommunications                                | NO                |   |
| Blended                           | Smart Classrooms                                  | Yes               | Arrangements are available at all the RC's and at LSC's as per the norms of the university.   |

| Mode of Delivery/ Types | Delivery Mechanisms | Provided (Yes/No) | Detailed Information (Please Mention the Activity Hour)   |
|-------------------------|---------------------|-------------------|---|
|                         | Flipped Learning    | Yes               | Preparation is done paper-wise in the NSOU official app in the form of audio-visual lectures, paper-wise. |

#### **vi. Procedure for admissions, curriculum transaction and evaluation:**

University frames its policy related to admission entry criteria, method of admission, conduction of admission through the Admission Committee (statutory body) following the guideline of the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020 and Department of Higher Education, Govt. of West Bengal. Admissions are conducted entirely through Online mode centrally by the University.

#### **Information Circulation Policy:**

All information related to the programme like admission policy, eligibility, fee structure, course curriculum, medium of instruction, method of instruction, evaluation method, SLMs etc. are transacted through prospectus, brochure, official notification etc.

#### **Learner Support Services:**

Learner support services are provided by the University at three level of functioning of the Open University architecture i.e. Learner Support Centre (LSC), Regional Centre and Head Quarter.

Following the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020 LSCs are provide various learner support services in order to facilitate the acquisition of teaching-learning experience for its enrolled learners throughout at various phases of learners' study life cycle. LSC also main contact points for access by the learners, responsive and facilitating information centres, arranging contact sessions and other operations like processing of assignments etc.

University has constituted Learner's Facilitation Centre (LFC) at each Regional Centres to provide various support services. Beside that University has also provided learners support services through web based platform/ telephone/ email/ instant messaging services.

#### **Transaction of Curriculum and Academic Planner:**

Department of Political Science also held regular Personal Contact Programme (PCP), organise occasional additional lectures and special lectures to substantiate the study materials with further mechanisms of direct teaching in the mode of discussions and presentations of oratory. In doing so, the department takes every care to provide the students ample opportunities to intimate their difficulties, if any, personally in their PCP or through email to their faculties. This support the student who usually coming from a conventional background with the comfort of not being alienated with the system yet motivates them, who gradually learn to develop the capabilities in carrying out the academic task individually the process of the evaluation and curriculum transaction criteria are decided in the BOS .Along with the Personal Contact Programme, the Department has also developed Audio-Video Lectures (AVL) for the learners. Besides, the AVL the faculty members of the Department has further made short audio clips (MUKTAK) discussing the major themes of the syllabus to facilitate the learners as an additional resource materials.

- ✓ SLM in Print
- ✓ eSLM on the University Website
- ✓ Live AV Lectures Using LMS platform integrating App based education
- ✓ AV Lectures in DVD Mode; subsequently integrated on NSOU android app (Over 40 hrs run time)
- ✓ Blended Learning through PCP at LSC and online instruction
- ✓ SLP

Curriculum transaction is through Online and or Offline modes as detailed above and all academic activities are conducted following the programme is following the below mentioned activity planner during the academic session:

| Name of the Activity                              | Tentative months schedule (specify months) during Year |            |
|---|--|------------|
|   | From (Month)   | To (Month) |
| Admission   | Nov  | Jan        |
| Distribution of SLM                               | Jan  | Mar        |
| Contact Programmes (counselling, practical, etc.) | Apr  | Nov        |
| Assignment Submission                             | Oct  | Nov        |
| Evaluation of Assignment                          | Nov  | Dec        |
| Examination                                       | Dec  | Jan        |
| Declaration of Result                             | Mar  | Apr        |
| Renewal/ Re-registration                          | Jan  | Feb        |

#### ***Evaluation:***

Evaluation is on a 2-tier basis, divided into Assignment submission (online mode) and Term End Examinations (Offline mode). The weightage is as follows:

Assignment – 20 marks

Term End Examination – 80 marks

Total marks for each course – 100

**Assignment / Internal Assessment/ Continuous Assessment / Formative Assessment:** Assignment submission is the first interaction between the learner and the teacher. It has a very important role to play in the teaching-learning process in distance education. So, submission of Assignment is mandatory for all learners. The assignment responses reflect what the learners have understood and learnt. The assignment answer scripts are returned to the learners so that the assignment answers serve the purpose of providing feedback to the learners and inform them their strengths and weaknesses. Learners will be required to submit assignment for each course and the marks obtained on evaluation of those assignment courses will be entered into his/her individual record of performance. This will constitute 30% (maximum) of the Full marks in the course as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) regulations, 2020. All the Marks secured by the learners will be progressively entered into the result card. Every learner is required to submit the assignment courses before each Term-End Examination. In practical course of Science stream, there is no assignment.

**Term-End Examinations:** Minimum 80% of the total credit points of the course (except practical course where it is 100%) would be reserved for Term-End Examination as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Minimum qualifying marks in each course is 20% (Term End Examination Marks + Assignment Marks).

#### ***Waive of Programme Fee:***

University waive of full course fee for transgender learners.

#### ***vii. Requirement of the laboratory support and Library Resources:***

Library facility is one of important services in any higher educational institution. In addition to the Self Learning Materials (SLMs) and other learning resources the University provides library facility to all of



its registered learners. The Library Department, Netaji Subhas Open University is located at Kalyani Campus.

Further, to cater to the needs of huge number of registered students, the University needs unlimited libraries to provide educational support to everyone. To cope with the situation, the University has initiated the process of setting up a strategic partnership with the existing network of Public Libraries that are available in the State of West Bengal to offer educational support to our learners all over the State. This initiative taken by NSOU is the first of its kind in the country.

#### **viii. Cost estimate of the programme and the provisions:**

Total course fee is Rs. 7,600/- (Excluding Examination and Studentship Renewal Fees). An approximate distribution of expenditure is given below to get prior view:

| Assigned Head                    | Sub Head                             | % of Expenditure |
|----------------------------------|--------------------------------------|------------------|
| Development                      | SLM Preparation and Development Cost | 7                |
|                                  | SLM Printing                         | 44               |
| Maintenance & Programme Delivery | Maintenances Grant                   | 5                |
|                                  | Counselling/ PCP/ Lab Counselling    | 25               |
|                                  | Delivery Charges                     | 4                |
|                                  | Other Overhead Expenses              | 8                |
| ICT Support                      | Admission Processing                 | 1                |
|                                  | ICT Support Services                 | 5                |
|                                  | Computer Training                    | 1                |

#### **ix. Quality assurance mechanism and expected programme outcomes:**

The Centre for Internal Quality Assurance (CIQA, NSOU) established as per UGC (Open and Distance Learning and online Programme) Regulations, 2020 ensures a quality assurance mechanism for all programmes including the MA History Programme. Faculties, Department of History are actively involved in CIQA related work.

**Board of Studies (BOS):** Board of Studies ensure quality of the Curriculum of Post Graduate Programme in Public Administration as per University norms. BOS plays a vital role as the following

- ✓ Curriculum review and development of quality Self Learning Materials (SLMs) in print. The curriculum is reviewed regularly to ensure that it is up-to-date and relevant to the needs of learners.
- ✓ Learner's assessment and evaluation process through a variety of methods, including exams, assignments. This helps to ensure that Learners are meeting the learning outcomes of the Programme.

#### **Expected Programme outcomes:**

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

- ✓ Learners will be able to apply their competencies of leadership, management, logical reasoning, critical thinking, intellectual rigor beyond the classroom to empathetically and positively contribute to the needs and aspirations of society.