


PUNJABI UNIVERSITY, PATIALA  
SYLLAEUS  
FOR  
M.A. (PUBLIC ADMINISTRATION)  
PART-I  
SEMESTER I & II  
SESSION 2021-22 & 2022-23  
FOR REGULAR/DISTANCE EDUCATION & PRIVATE  
STUDENTS



PUNJABI UNIVERSITY, PATIALA  
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Professor & head  
Deptt. of Public Administration  
Punjabi University, Patiala

## **SYLLABUS**

**M.A. (PUBLIC ADMINISTRATION) PART-I (Sem-I & II)**

**(SESSION 2021-22 & 2022-23)**

**For Regular/Distance-Education/Private Students**

**ORDINANCES**

**AND**

**OUTLINES OF TESTS, SYLLABI AND COURSES OF READING**

**FOR**

**M.A. (PUBLIC ADMINISTRATION)**

**PART-I**

**(FIRST AND SECOND SEMESTER)**

**FOR**

**(2021-22 & 2022-23)**

**PUBLICATION BUREAU**

**PUNJABIUNIVERSITY,**

**PATIALA.**

  
Professor & Head  
Dept. of Public Administration  
Punjab University, Patiala

**ORDINANCES FOR MASTER OF ARTS EXAMINATIONS  
(SEMESTER SYSTEM)  
For Regular/Distance Education/Private Students**

**Applicability of Ordinances for the time being in force**


Notwithstanding the integrated nature of a course spread over more than one academic year, the Ordinances in force at the time a student joins a course shall hold good only for the examination held during or at the end of the academic year. Nothing in these ordinances shall be deemed to debar the University from amending the ordinances subsequently and the amended ordinances, if any, shall apply to all the students whether old or new.

1. The examination for the degree of Master of Arts shall be held in four parts to be called M.A. Semester-I, M.A. Semester-II, M.A. Semester-III and M.A. Semester-IV. The Examination of odd semester shall be held in the months of December/January and the examination of even semesters shall be held in the months of April/ May or such other dates as may be fixed by the University.
2. (a) (i) The candidates will be required to pay examination fees as prescribed by the University from time to time.  
(ii) Last dates by which the examination forms and fees for the external examinations must reach the Controller of Examinations shall be as follows:-

Semester Examination	Without late fee	With late fee of Rs. 800/-	with late fee of Rs. 1200/-	with late fee of Rs. 5000/-	with late fee of Rs. 10000/-	
Dec./Jan (odd)	Sept. 30		Oct. 15	Oct. 21	Oct. 31	Nov. 10
April/May( Even)	Feb. 28		March 15	March 21	March 31	April 15

- (b) Candidates shall submit their admission forms and fee for admission to the examination countersigned by the authorities as mentioned in the relevant Ordinances. For improvement of marks/division. the fee will be the same as prescribed for Private candidates and will be charged for each semester.
3. The following shall be the subjects out of which a candidate can offer one OR such other subjects as approved by the University:

English, Hindi, Punjabi, Urdu, Persian, Sanskrit, History, Economics, Political Science, Philosophy, Public Administration, Sociology, Defence and Strategic Studies, Anthropological Linguistics and Punjabi Language, Religious Studies, Theatre and Television., Social Work. Fine Arts, Music (Instrumental and Vocal), Folk

  
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Dept. of Public Administration  
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Art and Culture, Psychology, Dance, Education, Journalism and Mass Communication, Gurumat Sangeet & Sikh Studies.

4. (i) The medium of examination for subjects in the Faculty of languages shall be the language concerned and for other subjects English or Punjabi.

(ii) The medium of examinations for M.A. Music, Dance, Fine Arts, Folk Art Culture and Theatre and Television, shall be Punjabi, English and Hindi.

Provided that candidates for M.A. Sanskrit and M.A. Persian examination shall be permitted at their option to offer medium of examination as under:

M.A. Sanskrit Sanskrit or Hindi or Punjabi

M.A. Persian Persian or Urdu or Punjabi.

5. The syllabus be such as may be prescribed by the University from time to time.

6. Each paper will consist of 100 Marks, **For Regular and Distance Education students**, 25% for internal assessment/ Practical/Seminar etc. shall be as per requirement of the department. **There will be no internal assessment for private students.**

**For regular and distance education students**, the minimum number of marks required to pass the examination shall be 35% marks in external assessment in each paper separately in theory and practical and 35% in aggregate of internal, external theory and practical. For private students, the pass marks will be 35% in each paper.

*Note: The Internal Assessment will be formulated and sent to COE as per prescribed schedule. failing which the result of concerned candidates will be shown as RL.*

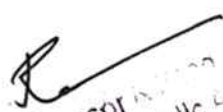
7. There will be no condition of passing papers for promotion from odd semester to even semester in an Academic Session.

To qualify for admission to 2nd year of the Course, the candidate must have passed 50% of total papers of the two semesters of the 1st year.

A candidate placed under reappear in any paper, will be allowed two chances to clear the reappear, which shall be available within consecutive two years/chances i.e. to pass in a paper the candidate will have a total of three chances, one as regular student and two as reappear candidate.

Provided that he shall have to qualify in all the papers prescribed for M.A. course within a period of four years from the date he joins the course. In case, he fails to do so within the prescribed period of four years as aforesaid he shall be declared fail.

The examination of reappear papers of odd semester will be held with regular examination of the odd semester and reappear examination of the even semester will be held with regular examination of even semester. But if a candidate is placed under reappear in the last semester of the course, he will be provided chance to pass the reappear with the examination of the next semester, provided his reappear of lower semester does not go beyond next semester. It is understood that a reappear or failed candidate shall be allowed to take the examination in papers not cleared by him according to the date sheets of the semester examinations in which such papers may be adjusted. After completing two years of studies (i.e. four semester course) he shall not be admitted to any semester of the same course and will not have any privileges of a regular student.

  
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Dept. of Public Administration  
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8. The grace marks shall be allowed according to the general ordinances relating to 'Award of Grace Marks', These ordinance will apply to all the examination.
- (i) Upto 1% of the total marks of Part-I and II examination shall be added to the aggregate of both Part -I & II examinations to award a higher division/ 55% marks, to a candidate.
- (ii) Grace marks given shall be calculated on the basis of 1 % of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce /internal assessment /sessional work/skill in teaching /any additional/optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fraction less than half be ignored.
- (iii) To pass in one or more written papers or subjects, and /or to make up the aggregate to pass the examination but not in practical, sessional work, internal assessment, viva-voce and skill in teaching.
9. \* Three weeks after the termination of the examination or as soon as thereafter as possible the Registrar shall publish a list of candidates who have passed the examination of each semester. Each successful candidate in Semester-I, Semester-II, Semester III and Semester-IV examinations shall receive a certificate of having passed that examination. A list of successful candidates in the Part-II examination be arranged in three Divisions according to Ordinance 10 and the division obtained by the candidate will be stated in his Degree.

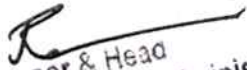
For M.A. Social Work only :

After M.A. Final examination. Block Field work of eight week should be completed by each student For the purpose of Block Field Work. the students will be placed in an institution/agency/organization. It shall be on the satisfactory completion of the block field work that student shall be eligible for the award of M.A. degree in Social Work. In case of having completed the required Block Field Work the student shall be required to produce a certificate from the institution/Agency/Organization to that effect. It is understood that the assigned institution/Agency/Organization shall continue informing the Head of the Department fortnightly about the progress of the Candidate.

The students shall also submit 50% field work concurrent reports during each year in order to become eligible for the submission of the comprehensive field work report and for appearing in the theory papers in each of the two years.

Concurrent field work will be of 100 marks in each year out of this 50 marks are allotted for viva-voce examination and 50 marks are allotted to the field work report. .

10. Successful candidate who obtains 75% or more of the aggregate marks in Part- I and Part- II examination taken together shall be declared to have passed the examination with distinction and who obtain 60% or more the aggregate marks shall be placed in first division. Those who obtain 50% or more but less than 60% shall be placed in the second division and all below 50% shall be placed in the third division.
11. The examination in M.A.Part- I shall be open to a person who at least one academic year previously.
- \*\* (i) has passed graduation in any Faculty having obtained 50% marks.  
 (ii) Candidate belonging to the following categories shall be allowed relaxation of 5% in the aggregate percentage:  
 (a) Scheduled Castes and Scheduled Tribes.

  
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(b) Physically Handicapped, provided that they produce a medical certificate that they have atleast 40% physical disability.

**\*\* For M.A. Part-1 Sikh Studies, the percentage shall be 45%.**

**\*\* For M.A. Part-1 Philosophy, the percentage shall be 45%.**

12. Candidate shall submit their application forms for admission to the Ist Semester and thereafter the 2nd Semester examination duly countersigned by the Head of the Department/Principal of the College along with a certificate from the Head of the Department/Principal of the college that the candidate satisfies the following requirements:

- (a) has been on the rolls of the University Teaching Department/college throughout the academic term preceding the semester examination and;
- (b) Of having good moral character; and
- (c) Every candidate will be required to attend 75% attendance of the number of periods delivered in each paper from the date of the candidate's admission to the department/college.

In the Department where there is separate period for Guided Library Reading, the attendance for period, like the attendance of each paper, shall be 75% and will be considered like a paper of separated Unit.

(d) Has been admitted to the examination as reappear/failed candidate, under the ordinances/statutes.

*Note: (a) In case of students, whose names are struck off on account of non-payment of fee, their periods, for the time they were not on the rolls, shall not be accounted for.*

*(b) The shortage in the attendance of lectures of the candidate will be condoned as per rules made by the University from time to time.*

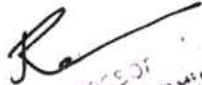
13. The Part-II (3rd semester and thereafter the 4th semester) examination shall be open to any person who has passed Part-I examination in full or has cleared at least 50% of the papers of two semesters of the 1st year from this University.

OR

\*has passed Part-I examination in the subject offered from the Punjab/Guru Nanak Dev University ; provided that he has offered the same papers in Part-I as are available in this University. A candidate who has passed Bachelor of Journalism and Mass Communication (annual) course from this University shall be eligible for admission to Master of Journalism and Mass Communication Part-II 3rd Semester examination if he satisfies the following requirements for each semester:-

- (A) (i) has been on the rolls of the University/College throughout the academic term preceding the Semester examination.
- (ii) has not discontinued his studies for more than one year after passing Part-I examination.

\* In the case of candidates who have passed Part-I examination from the Panjab, Guru Nanak Dev University. the marks obtained by them in Part-1 examination

  
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shall be counted towards the division of successful candidate of Part-II examination of this University by increasing or reducing the marks obtained.

- \* (iii) Every candidate will be required to attend minimum 75% lectures/periods\*\* delivered to that class in each paper.

The college/department shall be required to deliver atleast 75% of the total number of

lectures prescribed for each paper.

Teaching/Seminars/Tutorial Guided Library Reading

Period of 1 hour's duration - 1 Attendance

Practical one period of 2-3 hour duration 1 Attendance In the Departments, where there is separate period for Guided Library Reading, the attendance of period, like the attendance of each paper, shall be 75% and will be considered like paper of separate Unit.

- (iv) Has been admitted to the examination as reappear/fialed candidate under the ordinance/statutes.

*Note: (a) In case of students, whose names are struck off on account of non-payment fee, their periods for the time they were not on the roles shall not be accounted for.*

*(b) The shortage in the attendance of lectures of the candidate will be condoned as per rules made by the University from time to time.*

\* Note: Teaching Weeks in an academic year = 25  
Required Credit Hours(CH) per week for student = 25

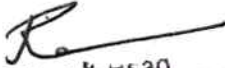
1 Credit Hours (CI-I)=1 Lecture Contact Hour (LCH)

= 1 Seminars/tutorial/Guided /library Reading

Contact Hour (STORCH)

=2 Practical Contact Hours (PCH)

- \*\* A student who was debarred from appearing in an examination owing to shortage in the number of lectures delivered in all subject (s) shall be permitted to complete his lectures in the next session and to appear in the examination within the period prescribed in the Ordinances for appearing as late University/College student.

  
Professor & Head  
Deptt. of Public Administration  
Punjab University, Patiala

## SYLLABUS

M.A. (PUBLIC ADMINISTRATION) PART-I  
(SEMESTER I & II  
(2021-22 & 2022-23 SESSIONS)  
For Regular/Distance Education/Private Students

The main objectives of the courses in Public Administration at the University under Semester are:

- 1) To create an awareness of the environment and acquisition of specialized knowledge in the field.
- 2) Equipping the students for career in various vocations.
- 3) Equipping the students for research in government, teaching and other research organizations.
- 4) Preparing the students for I.A.S. and other Allied Services Examination in the field of Public Administration.

**1. For Regular and Distance Education Students :** Each paper will carry 75 marks and is of 3 hours duration. 25 marks in each paper is for Internal Assessment.

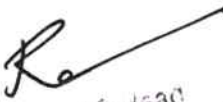
The Break up of 25 marks for Internal Assessment (Theory Papers) is as below:-

1. Class Attendance	05 Marks
2. Written Assignment etc	10 Marks
3. Two Mid-Semester Tests/ Internal Examinations*	10 Marks

Total Marks	25 Marks
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(\* Average of both Mid-Semester Tests to be taken.)

**2. For Private Students:** Each paper will carry 100 marks and is of 3 hours duration. There will be no internal assessment for private students.

  
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**M.A.(PUBLIC ADMINISTRATION): PART-I**  
**(SEMESTER SYSTEM)**  
**Sessions: 2021-22 & 2022-23**

**THIS PAGE IS CONCERNED ONLY FOR CAMPUS STUDENTS**

**SCHEME OF STUDIES**

Note: Complete M.A.(Public Administration) Course carries 80 credits and each paper carries 5 Credits (4 Lectures + 1 Tutorial).

**SEMESTER-I**

<b><u>Core Papers</u></b>		<b><u>Credits</u></b>
PAPER-I:	ADMINISTRATIVE THEORY	5(4L+1T)
PAPER-II:	RURAL LOCAL GOVERNMENT IN INDIA	5(4L+1T)
PAPER-III:	PUBLIC PERSONNEL ADMINISTRATION	5(4L+1T)

**Elective Papers**

PAPER-IV:	<b><u>Any one of the following papers</u></b>	
a.	FINANCIAL ADMINISTRATION	5(4L+1T)
b.	HUMAN RESOURCE DEVELOPMENT	5(4L+1T)
c.	Any other paper served as an elective by other department of Faculty of Social Sciences in Semester-I of M.A. Course.	5(4L+1T)

**SEMESTER-II**

<b><u>Core Papers</u></b>		<b><u>Credits</u></b>
PAPER-I:	INDIAN ADMINISTRATION	5(4L+1T)
PAPER-II:	URBAN LOCAL GOVERNMENT IN INDIA	5(4L+1T)
PAPER-III:	DEVELOPMENT ADMINISTRATION	5(4L+1T)

**Elective Papers**


PAPER-IV:	<b><u>Any one of the following papers</u></b>	
a.	RESEARCH METHODS	5(4L+1T)
b.	ADMINISTRATIVE TECHNIQUES	5(4L+1T)
c.	Any other paper served as an elective by other Department of Faculty of Social Sciences in Semester-I of M.A. Course.	5(4L+1T)

**IMPORTANT:** Availability of number of seats in an elective course is subject to the space and faculty constraints of the host department.

Choice Based Credit System will be available in M.A. Sem.-II

Open Elective Subject: *Introduction to Indian Public Administration*. (Qualifying Paper for other students in semester IInd).

The subjects which the student can opt from MOOC will be notified by the department semester wise time to time.

  
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**Dept. of Public Administration**  
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**SEMESTER-I****PAPER-I: ADMINISTRATIVE THEORY**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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**Time allowed: 3 hours**  
**Pass marks : 35%**  
**Total Teaching Periods: 75**

**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

1. Public Administration: Meaning, Nature, Scope and Significance, Difference between Public and Private Administration. Relationship of Public Administration with Political Science and Economics.
2. Evolution of Public Administration as a Discipline, New Public Administration, New Public Management Perspective, Public Choice Theory.
3. Approaches to study of Public Administration: Structural Functional, Systems Approach, Behavioural Approach.
4. Theories of Organization: Classical Theory, Human Relations, Max Weber's Bureaucratic Model.

**SECTION-B**

5. Principles of Organization: Hierarchy, Unity of Command, Span of Control, Delegation, Supervision
6. Leadership, Communication, Co-ordination and Motivation.

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7. Chief Executive: Types, Functions and Role; Line, Staff and Auxiliary Agencies, Headquarters and Field Relationship.
8. Accountability and Control: Legislative, Executive and Judicial Control over Administration, Citizen and Administration.

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- 23) Mohit Bhattacharya: *Public Administration-Structure, Process and Behaviour*, Calcutta, World Press Pvt. Ltd., 1981.
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Deptt. of Public Administration  
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**PAPER-II: RURAL LOCAL GOVERNMENT IN INDIA**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION-A**

1. Decentralization, Democracy & Rural Development; Significance of Rural Local Government.
2. Evolution of Panchayati Raj in India.
3. Main features of 73<sup>rd</sup> Constitutional Amendment Act, 1992.
4. Organization and Working of Panchayati Raj Institutions.
5. Personnel Administration in Rural Government: Role and Functions of Panchayat Secretary, Block Development and Panchayat Officer and District Development and Panchayat Officer.

**SECTION-B**

6. Panchayati Raj Finances.
7. Role of Cooperatives in Rural Development.
8. Problems and Challenges before Rural Local Government.
9. Role of District Planning Committee.
10. Administrative Machinery for Rural Development at National level.
11. Rural Development and Poverty Alleviation Schemes – Swarnajayanti Gram Swarozgar Yojana (SGSY), Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGA) .

  
**Professor & Head**  
**Dept. of Public Administration**  
**Punjab University, Patiala**

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 Professor K. Heao  
 Deptt. of Public Administration  
 Patiala

**PAPER-III: PUBLIC PERSONNEL ADMINISTRATION**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

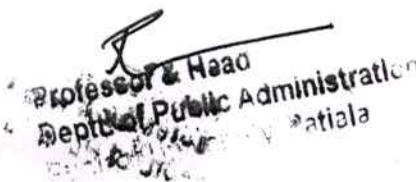
Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION-A**

1. Personnel Administration: Meaning, Functions, Significance and Scope.
2. Position Classification in India.
3. Concepts and Significance of Human Resource Development and Human Resource Planning.
4. Personnel Administration in India: Recruitment and Training.
5. Promotion and Performance Appraisal, Conduct Rules and Disciplinary Action.
6. Recruiting Agency in India: Union Public Service Commission.
7. Employer Employee Relations: Staff Associations and Joint Consultative Machinery.
8. Redressal Machinery: Central Administrative Tribunal.

**SECTION-B**

9. Sixth Pay Commission in India.
10. Personnel Administration in Great Britain: Recruitment, Training, Promotion. Whitleyism in Great Britain.
11. Personnel Administration in U.S.A.: Recruitment, Training and Promotion.
12. Personnel Administration in France: Recruitment, Training and Promotion and Political Rights of Civil Servants.


 Professor & Head  
 Dept of Public Administration  
 Patiala

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- 10) Government of India: *Report on Centre-State Relations*, Administrative Reforms Commission, New Delhi, Manager of Publications, 1967.
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- 12) K.R. Hope: "Politics, Bureaucratic Corruption and Mal-Administration in the Third World", *International Review of Administrative Sciences*, 51 (1), 1985.
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 Professor & Head  
 Dept. of Public Administration  
 Punjab University, Patiala



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Professor & Head  
Dept. of Public Administration  
Punjab University, Patiala

**PAPER-IV(a): FINANCIAL ADMINISTRATION**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

1. Financial Administration: Meaning, Scope and Significance.
2. Concept and Types of Budgets: Traditional Budgeting; Performance Budgeting, Zero-Base Budgeting.
3. Budget as an Instrument of Management and Economic Development.
4. Budgeting Procedure: Formulation, Enactment and Execution.
5. Auditing and Accounting.
6. Comptroller and Auditor General: Role and Significance in the present times.

**SECTION-B**

7. Legislative Control over Finance.
8. Tax Administration: Characteristics of good taxation system, Problems of Tax Administration.
9. Public Debt. Public Borrowings and Deficit Financing.
10. Fiscal Federalism: Centre-State Financial Relations.

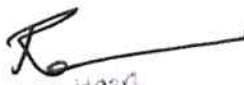
  
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**Dept. of Public Administration**  
**Uttarakhand University, Pantnagar**

11. Finance Commission: Composition, Functions and Role.

12. Ministry of Finance: Organization, Functions and Role.

### SUGGESTED READINGS

- 1) K.N.Basiya: *Financial Administration in India*, Bombay, Himalya Publishing House, 1986.
- 2) C.P.Bhambri: *Public Administration in India*, Bombay, Vikas Publications House, 1973.
- 3) A.K.Chanda : *Aspects of Audlt Control*, Bombay,1969.
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- 6) K.L.Handa: *Financial Administration in India*, New Delhi, IIPA, 1988.
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- 22) B.P.Tyagi: *Public Finance*,Meerut, Jai Prakash Nath, 1997.
- 23) B.P.R.Vithal and M.Shastri : *Fiscal Federalism in India*,New Delhi, OUP, 2004.

  
 Professor & head  
 Deptt. of Public Administration  
 Faculty of Social Sciences  
 University of Rajasthan

**PAPER-IV(b): HUMAN RESOURCE DEVELOPMENT**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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Time allowed: 3 hours  
 Pass marks : 35%  
 Total Teaching Periods: 75

**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students)** : The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students)** : The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

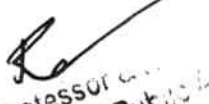
1. Human Resource Development; Concept, Meaning, Scope, Dimensions, Importance, Processes, Strategies & Techniques.
2. Human Resource Development: Challenges in Public Administration and in Industry.
3. Women and Human Resource Development.
4. Utilization Avenues and Opportunities and Human Resource Development.

**SECTION-B**

5. Morale Building, Team Building, Passion for Excellence, Time Management, Stress Management and Conflict Management.
6. Management of Change, Quest for Human Resource Development in Government.
7. Human Resource Development in Government: Retrospect and Prospect.
8. Managing Emerging Issues of Human Resource Development.

**SUGGESTED READINGS**

1. Aubrey C. Sansford : *Human Relations - Theory and Practice of Organisational Behaviour*, Colombious, Ohio, Charles E. Mervill Publishing

  
 Professor  
 Dept. of Public Administration  
 Muzila University, Addis Ababa

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Professor & Head  
Dept. of Public Administration  
Punjab University, Patiala

**(SEMESTER -II)****PAPER-I: INDIAN ADMINISTRATION**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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**Time allowed: 3 hours**  
**Pass marks : 35%**  
**Total Teaching Periods: 75**

**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**


Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION-A**

1. Evolution of Indian Administration: Kautilya, Mughal Period, British Period.
2. Indian Constitution: Basic structure and Features. Centre State Relations: Legislative and Administrative.
3. Union Legislature: Structure, Powers and Functioning.
4. Political Executive at the Union Level: President, Prime Minister, Council of Ministers, Cabinet Secretariat, Cabinet Committees.


**SECTION-B**

5. Indian Judiciary: Structure and Organization, Features, Judicial Activism.
6. Structure of Central Administration: Central Secretariat, Prime Minister Office.
7. Relationship between Political and Permanent Executive, Generalist and Specialist in Administration; Neutrality in Civil services. Role of Civil Services in a democracy.
8. Corruption in India: Causes and Remedies; Role of Central Vigilance Commission and Role of Civil Society.

  
**Professor & Head**  
**Dept. of Public Administration**  
**M.A.U. - Patiala**

### SUGGESTED READINGS

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**Professor & Head**  
**Dept. of Public Administration**  
**Punjab University, Patiala**

**PAPER-II: URBAN LOCAL GOVERNMENT IN INDIA**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

1. Urbanization: Meaning of an urban area. Trends and Problems of Urbanization and Urban Development and their remedies.
2. Urban Local Government: Meaning, Scope and Significance.
3. Evolution of Urban Local Government in India.
4. The 74th Constitutional Amendment Act, 1992.
5. Municipal Corporation: Organization and Functions.
6. Municipal Corporation: Mayor and Municipal Commissioner

**SECTION-B**

7. Municipal Councils, Nagar Panchayats : Organization and Functions.
8. Municipal Personnel Administration: Types of Personnel Systems, Provincialization of Municipal Services.
9. Finances of Urban Local Government
10. Union Ministry of Urban Development.
11. State- Local Relationship.

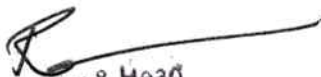
  
**Professor & Head**  
**Dept. of Public Administration**  
 Punjabi University, Patiala



12. Schemes for Urban Development: Jawahar Lal Nehru National Urban Renewal Mission(JNNURM), Swaran Jayanti Shehri Rozgar Yojna (SJSRY)

### SUGGESTED READINGS

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- 15) S.L.Goel: *Urban Administration in India*, New Delhi, Deep and Deep Publications Pvt., Ltd., 2003.
- 16) S.L.Goel and S.S.Dhaliwal:*Urban Development Management*, New Delhi, Deep and Deep Publications, 2002
- 17) S.L.Kaushik: *Leadership in Urban Government in India*, Allahabad, Kitab Mahal, 1986.
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- 19) S.R.Nigam: *Local Government*, New Delhi, S.Chand and Co.,1986.
- 20) S.S.Dhaliwal: *Municipal Administration*, Deep and Deep Publications Pvt.Ltd., New Delhi, 2000.
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- 22) Vishambar Nath :*Urbanization, Urban Development and Metropolitan Cities in India*, New Delhi, Concept Publication Co., 2007.

  
 Professor & Head  
 Deptt of Public Administration  
 Punjab University, Patiala

**PAPER-III: DEVELOPMENT ADMINISTRATION**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**


Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

1. Development Administration: Concept, Characteristics, Dimensions and Scope.
2. Difference between Development Administration and Traditional Public Administration.
3. Characteristics of Administration in Developed Countries; Characteristics of Administration in Developing Countries and impact of Liberalization on it.
4. Instruments of Development Administration: Bureaucracy and N.G.O.s.
5. Administrative Development.
6. Administrative Capability for Development: Institutional and Organizational Measures.

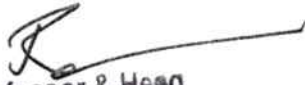
**SECTION -B**

7. Sustainable Development.
8. Machinery for Development Planning at the Central, State and Local Level.
9. Process of Development Planning: Plan formulation, Implementation and Evaluation.
10. Changing Profile of Development Administration.
11. New Directions in People's Self-Development and Empowerment.
12. International Agencies for Development: World Bank, International Monetary Fund(IMF).

  
**Professor & Head**  
**Deptt. of Public Administration**  
**Punjab University**

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 Professor & Head  
 Deptt. of Public Administration  
 Punjabi University

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 Professor & Head  
 Deptt. of Public Administration  
 Punjabi University, Patiala

**PAPER-IV(a): RESEARCH METHODS**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

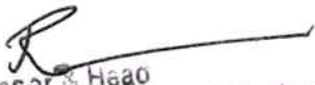
Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

- 1 Concept of Science, Nature of Social Sciences; Types of Research; Social Research: Objectives and Utility.
- 2 Scientific Method: Characteristics, Various Steps in Scientific Study, Its Advantages and Limitations in Social Research.
- 3 Research Design: Meaning, Need, Steps in the preparation of Research Design.
- 4 Hypothesis: Meaning, Characteristics of a good Hypothesis, Formulation of Hypothesis.
- 5 Sampling Design: Bases and Types of Sampling.
- 6 Method of Social Research: Survey Method.

**SECTION -B**

- 7 Data Collection: Interview Method.
- 8 Data Collection: Questionnaire Method.
- 9 Data Collection: Schedule Method.
10. Mean, Median, Mode.
- 11 Processing of Data: Editing, Classification and Tabulation.
- 12 Research Report.

  
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 Deptt of Public Administration  
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## SUGGESTED READINGS

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- 6) S.P.Bajpai: *The Structure of Science, Problems in Method of Social Survey and Research*, Kanpur, Kitab Ghar,1994.
- 7) Hans Raj : *Theory and Practice in Social Research*, New Delhi, SurjeetPublications, 1992.
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- 23) PagadalaSuganda Devi:*Research Methodology*, New Delhi, Notion PressPublication., 2017.
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 Professor & Head  
 Deptt. of Public Administration  
 Punjabi University, Patiala

**PAPER-IV(b): ADMINISTRATIVE TECHNIQUES**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular/Distance Education Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>For Private Students</b> <b>Maximum Marks: 100</b>
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<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular and Distance Education Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**(For Private Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 16 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 36 marks in all. Each short answer type question will carry 4 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION-A**

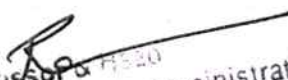
1. Work Study and Work Measurement.
2. Programme Evaluation and Review Techniques (PERT) and Critical Path Method (CPM).
3. Operational Research.
4. Computerization in Administration and MIS.

**SECTION-B**

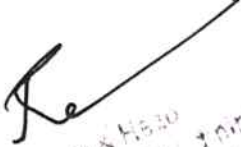
5. Management by Objectives and its applications in Public Administration.
6. Administrative Improvement - O & M Approach.
7. Techniques in Public Administration.
8. Job Analysis and Evaluation.

**SUGGESTED READINGS**

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 Professor R. S. Singh  
 Deptt. of Public Administration  
 Punjabi University, Patiala

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Professor & Head  
Dept. of Public Administration  
Punjab University, Patiala



**OPEN ELECTIVE SUBJECT**  
**PAPER:- INTRODUCTION TO INDIAN PUBLIC ADMINISTRATION**  
**M.A. (Public Administration)**  
**(SEMESTER -II)**

For Regular students Six *Periods per week per paper to be delivered.*

<b>For Regular Students</b> <b>Maximum Marks : 100</b> <b>Theory: : 75</b> <b>Internal Assessment: 25</b>	<b>Time allowed: 3 hours</b> <b>Pass marks : 35%</b> <b>Total Teaching Periods: 75</b>
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**INSTRUCTIONS FOR THE PAPER-SETTER**

**(For Regular Students) :** The question paper will consist of three sections: A, B and C. Sections A and B, will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 9 short answer type questions which will cover the entire syllabus uniformly and will carry 27 marks in all. Each short answer type question will carry 3 marks. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines.

**INSTRUCTIONS FOR THE CANDIDATES**


Candidates are required to attempt two questions each from Sections A and B of the question paper and the entire Section C. The candidates are required to answer each short type question in 50 words i.e. in 7-8 lines

**SECTION -A**

1. Public Administration: Meaning, Nature, Scope and Significance.
2. Relationship of Public Administration with other social sciences: Political Science, History, Sociology and Economics, .
3. Public Administration and Private Administration.
4. Principles of Public Administration: Hierarchy, Delegation, Span of Control, Unity of Command.


**SECTION-B**

5. Evolution of Indian Administration.
6. Basic features of Indian Constitution.
7. Political Executive at the Union Level: President, Prime Minister.
8. Political Executive at the Union Level: Council of Ministers, Cabinet Secretariat, Cabinet Committees.

  
**Professor**  
**Deptt. of Public Administration**  
**Punjabi University, Patiala**

## SUGGESTED READINGS

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 Professor  
 Deptt. of Public Administration  
 Punjab University, Patiala