Course title: Public Administration and Systems Management			
Course code: PPS 176	**No. of credits:** 3	**L-T-P:** 43-02-00	**Learning hours:** 45
Pre-requisite course code and title (if any): None			
Department: Department of Policy & Management Studies			
Course coordinator(s): Mr. Shri Prakash	**Course instructor(s):** Mr. Shri Prakash, & Others		
Contact details: shri.prakash@terisas.ac.in			
Course type: Core	**Course offered in:** 1st Semester		

Course description

With the changing role of the State and government, Public Administrators are now viewed by many as entrepreneurial managers, who are expected to be more entrepreneurial and result-focused. Public systems management is a developing theme lending a new dimension to the discipline of public administration. This course, divided into three modules, is designed to provide an overview of public administration and its role in successful implementation of public policies/programmes with emerging approaches. The first module begins with a discussion of the elements of governance and public administration, which can be described as two sides of a coin, governance refers primarily to government, and one of the pillars of government is public administration. The second module introduces public systems management with modern elements and techniques, and its integration with new technologies. Further, the third module focuses on micro-level planning and implementation through decentralised administration and local governance.

Learning objectives:

- To provide students with an overview of governance and public administration, along with the systems approach for organisational management.
- To discuss the nature, elements, techniques and considerations of public systems management and its integration with new technologies.
- To orient students to understand administrative decentralisation, and the role and functioning of local administrative bodies towards planning and implementation of public policies/programmes.

Course content

Module	Topic	L	T	P
1.	**Governance and Public Administration** • Governance: Concept, Contextual Uses, Forms, and Models • Role of Bureaucracy, Political Executive, Legislature, and the Judiciary in Governance • Changing nature of Public Services and State of Administrative Principles in the Twenty-first Century • Work Ethics in Public Administration • Organizational Conflict Resolution and Management • Leadership Skills • Systems Approach for Organizational Management: Closed-Systems Approach (Scientific Management; Administrative Management Movement; Weberian Bureaucracy), and Open-Systems Approach (The Hawthrone Experiment; Hierarchy of Needs; Humanistic Organization; Prismatic-Sala Model; Cooperative System)	14	0	0
2.	**Public Systems Management** • Public Systems Management: Concept, Nature, Scope, and Characteristics • New Technologies & Public Systems Management: Electronic Governance; Digital Governance; Challenges in Application of New Technology • Management Information System in Public Services: Evolution, Framework, Structure and Appraisal • Group Decision-Making Techniques: Brainstorming, Synectics, Delphi, Nominal Group Technique, Heuristic Technique • Accountability and Responsiveness in Public Systems Management • Transparency and Citizen's Right to Information	14	2	0

3.	**Decentralised Administration & Local Governance** • Federal Structure: Central and State Relationship • Understanding Decentralization in Contemporary Settings: Political, Functional, Administrative and Financial Decentralization • Organizational Structure and Administrative Functioning of Rural Local Bodies: Panchayati Raj System; Intra-Tier Distribution of Powers and Functions; Intra-Tier Implementation Hurdles • Organizational Structure and Administrative Functioning of Urban Local Bodies: Municipalities and Metropolitan Planning Committee • Partnership among Local Authorities and Special Purpose Agencies in various sectors, e.g., Education Sector, Health Sector, Telecom Sector, Agriculture Sector • Micro-level Planning formulation and implementation: Considerations and Constraints	15	0	0
	Total	**43**	**2**	**0**

Evaluation criteria:

Course grades will be based on the following criteria:

- **Minor Test-1:** Short-Answer Type Questions/Quizzes/MCQs (20%)
- **Minor Test-2:** Seminar Presentation and Field Report Submission based on the Group visit of Rural/Urban Local Bodies (30%)
- **Major Test:** Written Test/Term Paper submission and presentation (50%)

Learning outcomes

Upon completion of this course, candidates would be able to:

1. understand the fundamental concepts, elements and approaches related to governance and public administration or organisational management (All evaluations)
2. independently formulate a micro-level plan to implement any intervention/strategies through the local-level administrative bodies in rural/urban areas (Minor Test-2)

Pedagogical approach

Classroom lectures; Student Seminars; Invited talks from Social Policy Experts in particular domains including Practitioners and Senior/Superannuated Govt. Officers; Case studies.

Suggested Readings

Module 1:

- Basu, R. (2019). *Public Administration in the 21st Century: A Global South Perspective*. London & New York: Routledge.
- Frederickson, H. G., Smith, K. B., Larimer, C. W., & Licari, M. J. (2012). *The Public Administration Theory Primer, 2nd Edition*. Boulder, Colorado: Westview Press.
- Harrison, N. E., & Geyer, R. (2022). *Governing complexity in the 21st century*. London & New York: Routledge.
- Laxmikanth, M. (2011). *Public Administration*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
- Laxmikanth, M. (2014). *Governance in India*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
- Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2015). *Public Administration: Understanding Management, Politics, and Law in the Public Sector, 8th Edition*. New York: McGraw Hill Education.
- Singh, H., & Sachdeva, P. (2012). *Public Administration: Theory and Practice*. New Delhi: Pearson Education.
- Singh, H., & Singh, P. (2011). *Indian Administration*. New Delhi: Pearson Education.
- CBC. *Innovations in Public Administration*. A Report by Capacity Building Commission (CBC), Government of India. Available at: https://cbc.gov.in/sites/default/files/Innovations_final_report_17Feb.pdf

Module 2:

- Arora, R. K. (Ed.) (2001). *Management in Government: Concerns and Priorities*. Jaipur: Aalekh Publishers.
- Batley, R., & Larbi, G. (2004). *The Changing Role of Government: The Reforms of Public Services in Developing Countries*. England: Palgrave Macmillan.

- Bhattacharya, M. (2001). *New Horizons of Public Administration*. New Delhi: Jawahar Publishers and Distributors.
- Bresser-Periera, L. C. (2004). *Democracy and Public Management Reform-Building the Republican State*. Oxford: Oxford University Press.
- Ferlie, E., Lynn Jr, L. E., & Pollitt, C. (Eds.) (2007). *The Oxford Handbook of Public Management*. New York: Oxford University Press Inc.
- Osborne, S. P. (Ed.) (2002). Public Management: Critical Perspectives. London & New York: Routledge.
- Sahni, P., & Medury, U. (Eds.) (2003). *Governance for Development: Issues and Strategies*. New Delhi: Prentice-Hall India Learning Pvt. Ltd.
- Vayunandan, E., & Mathew, D. (Eds.) (2003). *Good Governance: Initiatives in India*. New Delhi: Prentice-Hall India Learning Pvt. Ltd.

Module 3:

- Chaubey, P. K. (2004). *Urban Local Bodies in India: Governance with Self Reliance*. New Delhi: Indian Institute of Public Administration.
- Ghosh, B., & Kumar, G. (2003). State Politics and Panchayats in India. New Delhi: Manohar Publications.
- Sachdeva, P. (2011). Local Government in India. New Delhi: Pearson Education (Dorling Kindersley (India) Pvt. Ltd.).
- Mullen, R. D. (Ed.) (2012). Decentralization, Local Governance, and Social Wellbeing in India: Do local governments matter? London & New York: Routledge.

Student responsibilities

- At least 75% attendance will be necessary to be able to appear for the final exam.
- Active classroom participation; Critical reflections and timely submission according to the evaluation criterion.

Course prepared by: Dr. Chandan Kumar

Course reviewers

1. Prof. Praveen K. Pathak, Professor, Centre for the Study of Regional Development, School of Social Sciences, Jawaharlal Nehru University, New Delhi, India
2. Dr. Smriti Das, Associate Professor, Strategic Management, XLRI, National Capital Region of Delhi, India.