

PANJAB UNIVERSITY, CHANDIGARH
(Estd. Under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF ARTS

SYLLABI

FOR

**CERTIFICATE COURSE
IN
GOVERNANCE AND LEADERSHIP
EXAMINATIONS, 2018-19**

PANJAB UNIVERSITY, CHANDIGARH

Outlines of tests, syllabi and courses of reading for the following Certificate Courses in Governance and Leadership (3 months duration) for the session 2018-19.

Summer Certificate Courses (July to December):

1. Leadership Skills
2. Human Resource Management
3. Ethics in Governance
4. Financial Management
5. Campaign Management

Winter Certificate Courses (January to April):

1. Public policy
2. Political Parties and Electoral Process
3. Practical Skills in Governance and Leadership
4. Citizenship

CERTIFICATE COURSES

In addition to the Masters Course in Governance and leadership, it is proposed to offer various Certificate Courses in Governance and Leadership. The modalities of the Courses would be as follows:

1. Separate Summer and Winter Certificate Courses would be offered.
2. The candidate would take admission only for that particular certificate course and pay the required fee.
3. A candidate can enroll for more than one Certificate Course at a time and shall pay the fee for the number of Certificate Courses to which the candidate is enrolled.
4. The classes would be conducted simultaneously with the classes of the Masters course.
5. The examination for the Certificate Course would also be held along with the examination for the Masters Course. The question paper would be the same as set for the same course in the Masters Course
6. Internal Assessment for Certificate Courses would be same as for Masters Course viz. Written Test, Snap Test, Term Paper, Class Participation and Attendance.
7. Thus no additional cost would be incurred by the University for conducting the Certificate Course.
8. The duration of each Course would be One Semester (4 hours per week)

Summer Certificate Courses (July to December) would be as follows:

Summer Certificate Courses:

- Leadership Skills

The aim of this course is to acquaint the student with the theoretical underpinning of the concept of leadership, its types as well as the skills and measures required to be an effective

2.

Unit IV: **Human Resource Management –Emerging Issues and Trends**

- Employee Turnover, Industrial Accidents and Absenteeism
- Ethics in Managing People
- Challenges of Human Resource Management
- E-H.R.M.

Essent ^h ^o ^e ^t ^s

Armstrong, Michael (2013), **A Handbook of Human Resource Management Practice**, Kogan Page, London. (13th ed).

Aswathappa K. (2013), **Human Resource Management: Text and Cases**, New Delhi: McGraw Hill.

Aswathappa, K., (2013), **Human Resource Management: Text and Cases**, Tata Mc-Graw Hill Company: N. Delhi,

Bratton, John and Gold, Jeff, (2017), **Human Resource Management: Theory and Practice** Palgrave Macmillan: London.

Dessler, Gary and Varkkey, Biju, (2016) **Human Resource Management**, Pearson-India: Noida.

Taylor, Stephan and Woodhams, Carol (eds) (2016), **Studying Human Resource Management**, Mc-Graw-Hill Education.

Furt ^{er} ^s ^e ^t ^s

Decenzo, David A. and Robbins, Stephen P. (2007), **Fundamentals of H.R.M.** (9th edition), John Wiley & Sons: Danver.

Farazmand , Ali (1994), **Handbook of Bureaucracy**, New York: Taylor & Francis.

Flippo, Edvin B., (1976), **Principles of Personnel Management**, New Delhi:McGraw-Hill

Glenn, Stahl O. (1983), **Public Personnel Administration**, Harper & Row.

Jain, R.B.(1994), **Aspects of Personnel Administration**, New Delhi: IIPA,

Maheswari, Sri Ram (2005), **Public Administration in India: The Higher Civil Service**, Oxford University Press, New Delhi.

Mamoria, C.B.(2008). **Personnel Management** 23rd ed.) New Delhi: Himalaya Publishing House Pvt Ltd.:Mumbai.

Naff , Katherine C., Norma M. Riccucci, (2014) **Personnel Management in Government: Politics and Process**(Seventh Edition), CRC, New York: Taylor & Francis.

Pigors, P & Myers, C. (2008). **Personnel Administration: A Point and a Method** (6th ed.). Tata McGraw Hill: London.

Rao, V.S.P. (2008). **Human Resource Management**. Excel Books: New Delhi.

Raymond, A. Noe, (2008), **Employee Turnover and Development**, Tata McGraw-Hill: New Delhi.

Riccucci, Norma (2007), **Public Personnel Administration and Labor Relations**, New York: M.E. Sharpe.

Robin, Jack et al (eds) (1994), **Handbook of Public Personnel Administration**, New York: Taylor & Francis.

Shafritz, Jay M et al. (2001), **Personnel Management in Government**, New York: Marcel Dekker.

Tead, Ordway (1920), **Personnel Administration**, University of California Libraries.

Yoder, D. (2008). **Personnel Management and Industrial Relations** (7th ed.). Prentice Hall of India: New Delhi.

3.

Appleby, Paul H(1952), **Morality and Administration in Democratic Government**, Baton Rouge, Louisiana: State University Press

Barnwal SP(1993), **Ethics in Work in India-Tradition in relation to Man and society**, New Delhi: IIPA

Chapman Richard (Ed)(2000), **Ethics in Public Service for the New Millennium**, Aldershot: Ashgate

Chkrabarty S K (1998), **Values and Ethics for organization-Theory and Practice**, New Delhi: OUP.

Fredrickson H G and Ghere R K (Ed) (1999), **Ethics in Public Management**, New York: ME Sharp

Mishra, Bhuwadeshwar (2015), **Ethics, Governance and Sustainability**.

Piper, Thomas R., M.C. Gentile and S. Dalaz Parks,(1993), **Can Ethics be Taught: Perspectives, Challenges and Approaches at Harvard Business School**– Boston: Harvard Business School Press.

Sharp, B. S., Aguirre, G., & Kickham, K. (Eds.) (2011), **Managing in the Public Sector: A Casebook in Ethics and Leadership**. Boston: Longman.

4. Financial Management

Objectives: The objective of this course is to provide a basic understanding of three aspects of financial management; covering the sourcing of finances; their utilization in short term and long term and distribution of profits. The focus is to enhance the ability and confidence to tackle common financial problems in practice–

Classroom teaching will be supplemented by seminars, class discussion, term papers and other writing assignments, presentations, case studies, field visits etc.

INSTRUCTIONS FOR PAPER SETTERS AND THE CANDIDATES

- (i) There will be 80 marks for the theory paper and 20 marks for internal assessment.
- (ii) For improvement and reappear candidates, who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper will proportionately be increased to maximum marks of the paper in lieu of internal assessment.

The paper setter must put note (ii) in the question paper.

There shall be 9 questions in all, out of which the candidate shall attempt 5 questions. First question shall be Short Answer type containing 15 short questions spread over the whole syllabus to be answered in about 25 to 30 words. The candidate is required to attempt any 10 short answer type questions of 2 marks each. It shall carry 20 marks and shall be compulsory. Rest of the paper shall contain 4 units. Each Unit shall have two questions and the candidate shall attempt one question from each Unit- 4 in all.

UNIT I Conceptualising Financial Management

- Finance: concept, scope and objectives, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money.
- Risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial performance including ROI, earning price ratio, SVA, EVA and MVA.

UNIT II Financial Decision-making

- Financing decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance.
- Concept and approaches of capital structure decision: NI, NOI, traditional and Modigliani-Miller approach.
- Cost of capital: cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

UNIT III Leverage Analysis and Investment Decision

- Leverage analysis: financial, operating and combined leverage along with implications, EBIT-EPS analysis & indifference points
- Investment decision: appraisal of project; concept, process & techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting.

5. Campaign Management

: This course aims to familiarize the student with the process and style of campaigning, enabling her/him to learn the intricacies of agendas, tactics, fundraising, media relations and so on. It aims to enable the student to master the elements of a campaign.

The paper would be taught primarily in Workshop Mode. Classroom teaching will be supplemented by seminars, class discussion, term papers and other writing assignments, presentations, case studies, field visits etc.

INSTRUCTIONS FOR PAPER SETTERS AND THE CANDIDATES

- (i) There will be 80 marks for the theory paper and 20 marks for internal assessment.
- (ii) For improvement and reappear candidates, who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper will proportionately be increased to maximum marks of the paper in lieu of internal assessment.

The paper setter must put note (ii) in the question paper.

There shall be 9 questions in all, out of which the candidate shall attempt 5 questions. First question shall be Short Answer type containing 15 short questions spread over the whole syllabus to be answered in about 25 to 30 words. The candidate is required to attempt any 10 short answer type questions of 2 marks each. It shall carry 20 marks and shall be compulsory. Rest of the paper shall contain 4 units. Each Unit shall h

13

14

Unit IV: Policy Analysis and Implementation:

-

Lasswell, Harold, (1971),

2. Political Parties and Electoral Process

: This course aims to create awareness about the political and electoral procedure with special reference to India.

Classroom teaching will be supplemented by seminars, class discussion, term papers and other writing assignments, presentations, case studies, field visits etc.

INSTRUCTIONS FOR PAPER SETTERS AND THE CANDIDATES

- (i) There will be 80 marks for the theory paper and 20 marks for internal assessment.
- (ii) For improvement and reappear candidates, who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper will proportionately be increased to maximum marks of the paper in lieu of internal assessment.

The paper setter must put note (ii) in the question paper.

There shall be 9 questions in all, out of which the candidate shall attempt 5 questions. First question shall be Short Answer type containing 15 short questions spread over the whole syllabus to be answered in about 25 to 30 words. The candidate is required to attempt any 10

De Souza, P.R. and Sridharan, E.(eds.) (2006) **India's Political Parties**, New Delhi: Sage.

Evans, Jocelyn A.J. (2009) ' ', in Bara, J. and Pennington, M. (eds.) **Comparative Politics**, New Delhi: Sage, pp. 93-119.

Gallagher, M. and Mitchell, P. (eds.) (2005), **The Politics of Electoral System**, Oxford: Oxford University Press

Hasan, Z. (ed.) (2002), **Parties and Party Politics in India**, New Delhi: Oxford University Press.

Furt er e t s

Arora, B. (2000) ' ', in Frankel, F. Hasan, Z. Bhargava, R. and Arora, B. (eds.) **Transforming India: Social and Political Dynamics of Democracy**. New Delhi: Oxford University Press, pp. 176-206.

Axtmann, R. (ed.) (2003), **Understanding Democratic Politics: An Introduction**, London: Sage.

Cole, A. (2011) ' ', in Ishiyama, John T. and Breuning, M. (eds.) **21st Century Political Science: A Reference Book**, Los Angeles: Sage, pp. 150-158.

Frankel, F.R. Hasan Z., Bhargava, R. and Arora, B. (eds.) , (2000), **Transforming India: Social and Political Dynamics of Democracy**. New Delhi: Oxford University Press.

Heywood, A. (2002) ' ', in **Politics**, New York: Palgrave, pp. 223-245.

Jaffrelot, C. (2001) ' ', in Hansen, T.B. and Jaffrelot, C. (eds.) **The BJP and the Compulsions of Politics in India**. New Delhi: Oxford University Press, pp. 22-71.

Katju, M. (2006) ' ', **Economic and Political Weekly**, Vo.41, No. 17, 29 April , pp.1635-1639

McMillan, A. (2010) ' '. In Jayal, N.G. and Mehta. P.B. (eds.), **The Oxford Companion to Politics in India**, Delhi: OUP. pp.98-116

Moser, R. G. and Ethan, S. (2004) ' ', **Electoral Studies**. 23, pp. 575-599.

Singh, U.K. (2004), ' ', **NMML Monograph no. 9**, NMML, New Delhi. pp.1-53

Essential

Anderson, Benedict. (1991), **Imagined Communities**—Verso.

Barry, Brian. (2001), **Culture and Equality: An Egalitarian Critique of Multiculturalism**—Harvard.

Brighouse, H. (2008) 'Multiculturalism', in Mckinnon, C. (ed.) **Issues in Political Theory**, New York: Oxford University Press, pp. 241-258.

David, Randolph (2004). **Nation, Self and Citizenship**. Pasig City: Anvil.

Kymlicka, Will, ed. (1995), **The Rights of Minority Cultures**—Oxford.

Kymlicka, Will. (1995), **Multicultural Citizenship**—Oxford.

Okin, Susan. (1999) **Is Multiculturalism Bad for Women?** Princeton.

Parekh, Bhiku. (2002) **Rethinking Multiculturalism: Cultural Diversity and Political Theory**—Harvard.

Roy, A. 'Multiculturalism'