

PANJAB UNIVERSITY, CHANDIGARH

Outlines of Tests, Syllabi And Courses of Reading For Masters in Governance and Leadership Programme, (Semester System) i.e. 1st & 3rd Semesters, December 2019, and 2nd & 4th Semesters April / May, 2020.

Semester I		Marks
Paper I:	Conceptualising Governance	100
Paper II:	Leadership Skills	100
Paper III:	Legislative Structures and Processes	100
Paper IV:	Human Resource Management	100
Semester II:		
Paper I:	Public Policy	100
Paper II:	Research Methods	100
Paper III:	Political Parties and Electoral Process	100
Paper IV:	Practical Skills in Governance and Leadership	100
Semester III		
Paper I:	Ethics in Governance	100
Paper II:	Financial Management	100
Paper III:	Project Management	100
Paper IV: Optional Papers: Any One of the Following		100
	Opt (i): Campaign Management	
	Opt (ii): Conflict Resolution	
Semester IV		
Paper I:	Gender Equality and Human Rights	100
Paper II:	Citizenship	100
Papers III & IV:	Project or Internship	200

In addition, the students would be required to undertake Practical field visits/ study tours or work as governance associates.

Semester I

Paper I: Conceptualising Governance

Objectives: The course aims to provide the student with a basic understanding of governance and governance theories as well as provide an overview of the relationship of governance with similar concepts.

Teaching Pedagogy: 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.

Essential texts

Bevir, Mark (2009), **Key Concepts in Governance**, Sage, London.

Bevir, Mark,ed. (2010), **The Sage Handbook of Governance**, Thousand Oaks, CA: Sage Publications

Chakrabarty, B.and Bhattacharya, M. (eds.) (1998),**The Governance Discourse**, New Delhi: Oxford University Press.

- Emotional Intelligence
- Effective Communication and Negotiation
- Giving effective feedback
- Team Building
- Ethics
- Strategic Planning

Unit IV: Steps to Leadership

- Creating a Vision
- Analyzing and mapping stakeholders
- Root cause analysis
- Prioritizing actions
- Monitoring and evaluation
- Action plans for results
- Challenges of Leadership

Essential texts:

Farkas, Charles M., and Philippe De Backer(1996), **Maximum Leadership**, New York: Henry

Essential Reads

Agrawal, A. (2005) 'The Indian Parliament,' in Kapur, D. and Mehta P.B. (ed.) **Public Institutions in India: Performance and Design**. New Delhi: Oxford University Press, pp. 77-104.

Shankar, B.L. and Rodrigues, V. (2011) 'The Changing Conception of Representation :Issues, Concerns and Institutions', in **The Indian Parliament: A Democracy at Work**. New Delhi: Oxford University Press, pp. 105-173.

Shankar, B.L. and Rodrigues, V. (2011) 'The Parliament-Judiciary Relationship', in **The Indian Parliament: A Democracy at Work**. New Delhi: Oxford University Press, pp. 246-291.

Gary W. Cox, Mathew D. McCubbins (1993), **Legislative Leviathan:Party Government in the House**, California: University of California Press.

Bilika H.Simamba, **The Legislative Process: A Handbook for Public Officials**, Author House, Bloomington, 2009.

Paper IV: Human Resource Management

Objectives: This course aims to familiarize students with the basic principles and techniques of human resource management. All persons involved in governanc

Unit I: Introduction to Human Resource Management:

- Human Resource Management-Functions, Scope and Models.
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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**, Taylor & Francis: New York.

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

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

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

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.) Himalaya Publishing House Pvt Ltd.: New Delhi.

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

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**, M.E. Sharpe: New York.

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

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

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

Yoder, D. (2008), **Personnel Management and Industrial Relations** (7th ed.), Prentice Halsonn 0 Td (,)be324

Unit IV: Policy Analysis and Implementation:

- Policy Analysis- Conceptual foundations, ethical principles, policy options, tools for public action
- Policy Implementation: Causes of Policy failure and addressing implementation problems
- Evaluation of Policies

Essential texts

Anderson, J.E., (2003), **Public Policy Making: An Introduction**, Boston: Houghton Mifflin Company

Bergerson, Peter J. (ed.), (1991), **Teaching Public Policy: Theory, Research and Practice**, Westport, RI: Greenwood Press

Birkland, Thomas A., (2005), **An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making**, Armonk;

Chandler, Dye Thomas (2008), **Understanding Public Policy**, Singapore: Pearson Education
Dunn, William (2011), **Public Policy Analysis**, New York: Routledge

Dye, T.R. (1984), **Understanding Public Policy**, 5th Edition. U.S.A: Prentice Hall, Fischer.

Hill, Michael, (2005), **The Public Policy Process**, Harlow, UK; Pearson Education, 5th Edition.

Sapru, R.K.(1996), **Public Policy: Formulation, Implementation and Evaluation**, New Delhi: Sterling Publishers, pp. 1-16.

Further texts

Ashford, Doug (ed.), (1992), **History and Context in Comparative Public Policy**, Ithaca, NY: University of Pittsburgh Press.

Bardach, Eugene (1977), **The Implementation Game: What Happens After a Bill Becomes a Law**, Cambridge, MA: MIT

Barker, Anthony, and B. Guy Peters (eds.), (1993), **The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge for Public Policy**, Ithaca, NY: University of Pittsburgh Press.

Barzelay, Michael (1992), **Breaking Through Bureaucracy: A New Vision for Managing in Government**, Berkeley, CA: UCP,

Dror, Y. (1989), **Public Policy Making Reexamined**. Oxford: Transaction Publication.

John, Peter, (2012), **Analysing Public Policy**, 2nd ed., London: Rutledge, Taylor and Francis Group,

Kamark, Elaine. (2013), **How Changes Happens –Or Doesn't: The Politics of US Public Policy**, Boulder: Lynne Rienner Publishers.

Lasswell, Harold, (1971), **A Preview of Policy Sciences**, New York: Elsevier.

Lerner, D. and H.D.Lasswell (eds.), (1951), **The Policy Sciences**, Stanford: Stanford University Press.

Lindblom, C.E., and E.J., Woodhouse, (1993), **The Policy Making Process**, 3rd ed., New Jersey: Prentice -Hall.

McCool, Daniel C. (ed.), (1995), **Public Policy Theories, Models, and Concepts: An Anthology**, NJ: Prentice-Hall.

Rawls, John (1971), **A Theory of Justice**, Harvard Univ1.2 -13.92 B0W Tf 114(r)-7(d 9)40-10(P)-4(r)-7(e)4(n)

Unit-I: Fundamentals of Social Research:

- Social Research: Definition, Significance and Types.
- Scientific Method: Definition and Objectives.
- Ethics in Research,
- Constructs and Concepts.
- Fact and Theory.
- Emerging Methodologies: Brief Overview.

Unit-II: Key Elements of Research:

- Research Problem: Selection, Formulation.
- Review of Literature.
- Hypotheses: Definition, Features, Types and Testing.
- Research Design: Definition and Types-Exploratory, Descriptive, Cross-sectional, Longitudinal and Experimental.

Unit- III: Procedure of Data Collection:

- Sampling: Concept, Types and Sampling Error.
- Pilot Study; Types of Data.
- Research Methods for Primary Data: Interview, Case Study, Observation & Questionnaire.
- Secondary Data: Documents, Government, Diaries, Data from Internet.

Unit- IV: Data Processing and Report Writing:

- Data Processing: Editing, Coding, Classification and Tabulation.
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Arora, B. and Verney, D.V. (eds.) (1995), **Multiple Identities in a Single State: Indian Federalism in Comparative Perspective**. Delhi: Konark.

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

Jocelyn A.J. (2009) '*Electoral Systems*', 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.

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Arora, B. (2000) '*Negotiating Differences: Federal Coalitions and National Cohesion*', 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) '*Comparative Political Parties: Systems and Organizations*', 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) '*Representation, Elections and Voting*', in **Politics**, New York: Palgrave, pp. 223-245.

Jaffrelot, C. (2001) '*The Sangh Parivar Between Sanskritization and Social Engineering*', in Hansen, T.B. and Jaffrelot, C. (eds.) **The BJP and the Compulsions of Politics in India**

Semester III

Paper I: Ethics in Governance

Objectives: There can be no good or effective governance without following ethical practices. This course aims to inculcate a sense of ethical values necessary for governance and leadership in the student.

Teaching Pedagogy: 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: Concept:

- Ethics- Meaning, importance and nature
- Business Ethics
- Ethical Principles of Public Life

Unit II. Professional Ethics for Public Service:

- Codes of Ethics/ Values based codes and Codes of Conduct/ compliance based codes
- Morality vs. Ethics. vs. other norms
- Unethical Behaviour- consequences

Unit III. Conflicts of Interest:

- Definition
- Perceived vs. actual conflict of interest
- Distinguishing from other ethical dilemmas
- Ways of prevention and/or management
- Addressing Ethical dilemmas

Unit IV. Ethics and Corruption:

- Corruption and unethical behavior
- Integrating Ethics and anticorruption
- Whistleblowers and whistleblower protection – Definition, Whistleblower protection – models

Essential texts

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, Bhuneshwar (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.

Paper II: 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. 014(e)24()-170(P)11(u)-/R41 12 Tf13(ia-38(t)-42(y)i)-2(p)556.001jec d

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.

UNIT IV Dividend and Working Capital

- Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter's model, Gordon's model and Modigliani miller model, factors affecting dividend decision.
- Overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

Essential Readings

Damodaran, A., (2001) *Corporate Finance –Theory & Practice*, John Wiley and Sons, Inc.

Gitman, L.J., *Principles of Managerial Finance*, Pearson Education.

Horne, V., (1998) *Financial Management and Policy*, Pearson Education

Khan, M.Y. and Jain, P.K., (2006) *Financial Management*, Tata McGraw Hill.

Knott, G., (2004) *Financial Management*, Palgrave Macmillan.

Pandey, I.M., (2015) *Financial Management*, Vikas Publications.

Prasanna, C., (2008) *Fundamentals of Financial Management*, Tata McGraw Hill.

Paper III: Project Management

Objectives: Through this course the student would learn about the basics of setting up and managing a project including finances and risk management. Best practices would acquaint the student with information relating to successful practices of project management in India and abroad.

Teaching Pedagogy:

Unit IV: Performance, Execution and Evaluation:

- Performance Measurement, Benefits and Challenges of Performance Measurement
- Project Execution
- Project Evaluation
- Controlling the Projects
- Project Termination and Follow-up

Essential texts:

Andersen, E.S., et.al., (1995). **Goal Directed Project Management: Effective Techniques and Strategies**, London: Kogan Page.

Baume, C., Martin, P., Yorke, M. (2002). **Managing Educational Development Projects**. London: Kogan Page

Gido, J. (1999). **Project Management for Software**, OH: South-Western College Pub.

Gido, Jack and Clements.,

Optional Papers

Paper IV (a): Campaign Management

Objectives: 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.

Teaching Pedagogy: 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 have two questions and the candidate shall attempt one question from each Unit- 4 in all.

Unit I: Introduction:

- Importance of campaigns
- Framing agendas and selecting alternatives
- Stakeholder analysis and mobilization
- Campaigns and elections

Unit II: Tactics:

- Paid advertising
- Media and Paid news
- Speeches/debates
- Field activities
- Use of Social Media: types, roles and Importance, Best Practices

Unit III: Campaign Strategies:

- Fund raising
- Legal compliance
- Public Relations
- Electoral Code of Conduct and Challenges

Unit IV: Basics of Media Relations:

- Writing effective press releases and statements
- When and how to conduct press conferences and media availabilities
- How to handle a media interview

Essential Questions

Arthur Lupia and Tasha S. Philpot. 2005. “

INSTRUCTIONS FOR PAPER SETTERS AND THE CANDIDATES

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Unit I: Conceptualising Conflict:

- Nature and types of conflict
- Sources of Conflict
- Conflict Assessment
- Conceptualising conflict resolution and its importance

Babcock, Linda, (2003.) **Women Don't Ask: Negotiation and the Gender Divide**, Princeton University Press.

Beer, Jennifer. (1998), **The Mediator's Handbook**, New Society Publishers, 3rd Edition.

Bondurant, Joan V. (1965)

Ramsbotham, Oliver, Woodhouse, Tom, Miall, Hugh, (2005), **Contemporary Conflict Resolution**, Blackwell.

United Nations. (1992) **Handbook on the Peaceful Settlement of Disputes between States**. New York: United Nations.

Semester IV

Paper I: Gender Equality and Human Rights

Objectives: The aim of this paper is to create awareness about gender equality and human rights, two critical aspects of good governance and leadership. These are also crucial components of sustainable development and the course would acquaint the student with knowledge about gender, gender construction as well as the various national and international instruments for human rights and women's human rights.

Unit IV: Indian Constitution and Human Rights:

- Fundamental Rights and Directive Principles of State Policy
- Current Scenario of Human Rights in India
- Status of Women's Human Rights in India.

Essential Readings:

Anderson, Margaret, (1993), **Thinking About Women**, New York: Macmillan.

Bakshi, P.M., (2006), **Constitution of India**, New Delhi: Universal Law Pub.

Basu, D.D., (Latest edition)

Roy, Anupama,(2005). “*The Nation and its Constitution: The Text and Context of Citizenship*” in **Gendered Citizenship: Historical and Conceptual Explorations**, Delhi: Orient Longman.

Taylor, Charles. (1994) **Multiculturalism: Examining the Politics of Recognition**. Princeton.

Villa, Dana (2001). **Socratic Citizenship**. Princeton and Oxford: Princeton University Press

Papers III & IV: Project or Internship

Papers III and IV in this Semester will be clubbed together and the students would be required to do either a field Project or Internship.

Opt (i) Field Project:

The students will be required to take up a small empirical study in which they will be required to submit a written report of about 120-150 typed pages.