

# **PANJAB UNIVERSITY, CHANDIGARH**

(Esttd. under the Panjab University Act VII of 1947- enacted by the Govt. of India)



## **FACULTY OF ARTS**

### **SYLLABI**

### **FOR**

## **MASTERS IN GOVERNANCE AND LEADERSHIP SEMESTER SYSTEM EXAMINATIONS, 2023-24**

e n e n n e n Le e

ne e , y An e e n e n e n n e An  
Le e e, e e e y e An e e e , e e e , An n  
An ' e e e A y, '

e e e

- P per I Conceptu ising Govern nce
- P per II Le dership Ski s
- P per III Legis tive Structures nd Processes
- P per I Hu n Resource M n ge ent

e e e

- P per I Pub ic Po icy
- P per II Rese rch Methodo ogy
- P per III Po itic P rties nd E ctor Process
- P per I Pr ctic Ski s in Govern nce nd Le dership

e e e

- P per I Ethics in Govern nce
- P per II Fin nci M n ge ent
- P per III Project M n ge ent

e n e Any ne e n  
Opt i C p ign M n ge ent  
Opt ii Conf ict Reso ution

e e e

- P per I Gender Equ ity nd Hu n Rights
- P per II Citizenship
- P pers III I Project or Internship

n n, e en e e e n e e e y  
e n n e e

e e e

e n e n e n e

*Objectives* The course is to provide the student with basic understanding of governance and governance theories. Sessions 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.

N N A A A AN A AN A

There will be marks for the theory paper and marks for internal assessment. For improvement and re-appearing candidates, the total marks for



ooi n ned                    e n   e n n e Ne   e n en   e y n e   n  
London S ge

Left ich A                    *Governance in the State and the Politics of Development'*   e e   en  
n   n e o   pp

Morrison Don d                    *Public Administration and the Art of Governance*  
A   n   n e e

Osborne Stephen P ed   e Ne                    e n n e   e n e e e n e  
e y n   e                    e n n e London Rout edge

Peters B Guy nd on Pierre                    *Governance without Government?: Rethinking Public*  
*Administration.*   n                    A   n   n e e   n   e y

## e Le e

*Objectives:* The i of this course is to cqu int the student ith the theoretic underpinning of the concept of e dership its types s e s the ski s nd e sures required to be n effective e der At the end of the course the student ou d h ve b sic underst nding of the theories of e dership critic e dership ski s s e s co prehension of the sures required to e d org niz tions

*Teaching Pedagogy:* C ssroo te ching i be supp e ented by se in rs c ss discussion ter p pers nd other riting ssign ents present tions c se studies fie d visits etc

N N A A A AN A AN A

There i be rks for the theory p per nd rks for intern sssent For i prove ent nd re ppe r c ndid tes ho h ve not been sssed e rier for intern sssent the rks secured by the in the theory p per i proportion te y be incre sed to i u rks of the p per in ieu of intern sssent

The p per setter ust put note ii in the question p per

There sh be questions in out of hich the c ndid te sh tte pt questions First question sh be Short Ans er type cont ining short questions spre d over the ho e sy bus to be ns ered in bout to ords The c ndid te is required to tte pt ny short ns er type questions of rks e ch It sh c rry rks nd sh be co pu sory Rest of the p per sh cont in units E ch Mnit sh h ve t o questions nd the c ndid te sh tte pt one question fro e ch Mnit in

## n n e n Le e

Definition nd co ponents

Le dership po er uthority nd n ge ent re tion

Appro ches to Le dership Tr it Appro ch Ski s Appro ch Sty e Appro ch Situ tion

Appro ch

uti y nd M chi ve i s ppro ch to e dership

Le dership nd gender

Le dership nd cu ture

## n e e

Tr nsfor tion e dership

Re tion nd sh red e dership

E otion y inte igent e dership

Te e dership

Authentic e dership

Adaptive Leadership

**Adaptive Leadership**

- Motivation
- Positive Approach
- Creativity
- Emotional Intelligence
- Effective Communication and Negotiation
- Giving effective feedback
- Team Building
- Ethics
- Strategic Planning

**Essential Readings**

- Creating Vision
- Identifying, Analyzing and Mapping Stakeholders
- Root Cause Analysis
- Prioritizing Actions
- Monitoring and Evaluation
- Action Plans for Results
- Challenges of Leadership

*Essential Readings*

Frank Chesbrough and Philippe DeBorja **Leadership** New York: Henry Holt & Co.

Heifetz, Robert **Leadership by Example** Cambridge, MA: Harvard University Press  
DeBorja, Philippe **Leadership: The Art of Making Things Happen** New York: Harper Business

Likierman, George **Leadership: The Art of Making Things Happen** New York: McGraw-Hill  
Tedeschi, Robert **Leadership: The Art of Making Things Happen** New York: McGraw-Hill

Doppe t Bob      Le n      n e  
e      ne ,      e n en n

n      y A      n e      n e en  
e y nd ed      Sheffie d Green e f

inkins M      inkins D B





n en y e e

Legis tive nd P ri ent ry Processes deb tes voting otions en cting L s nd  
Constitution A end ents M king the Budget  
Inf uencing Legis tive Process Lobbying nd Advoc cy inc uding c se studies

n en n e e n n

Re tions ith e cutive nd judici ry  
Doctrine of P ri ent ry Supre cy  
Ro e of Po itic P rties in P ri ent Legis tures hips nd defections

*Essential Readings:*

Agr A *The Indian Parliament* in pur D nd Meht P B ed  
n n n n e n e n Ne De hi O ford University Press pp

Sh nk r B L nd Rodrigues *The Changing Conception of Representation :Issues,  
Concerns and Institutions'* in e n n en A e y , Ne De hi  
O ford University Press pp

Sh nk r B L nd Rodrigues *The Parliament-Judiciary Relationship'* in e n n  
en A e y , Ne De hi O ford University Press pp

G ry Co M the D McCubbins *Le e Le n y e n en n e*  
e C iforni University of C iforni Press

Bi ik H Si b e Le e e A n AuthorHouse  
B oo ington

e n e e n e en

*Objectives* This course is to familiarize students with the basic principles and techniques of human resource management. A persons involved in government and leadership that have to eventually integrate role in carrying out human resource policies and management which necessitates basic understanding of human resource management. The course would familiarize the student with the key elements of human resource function and their application.

*Teaching Pedagogy:* Classroom teaching will be supplemented by seminars, case discussion, role plays and other writing assignments, presentations, case studies, field visits etc.

N N A A A AN A A

There will be marks for the theory paper and marks for internal assessment. For improvement and representation, those who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper in proportionately be increased to utilize marks of the paper in lieu of internal assessment.

The paper setter must put note in the question paper.

There shall be questions in out of which the candidate shall attempt questions. First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 100 words. The candidate is required to attempt any short answer type questions of marks each. It shall carry marks and shall be compulsory. Rest of the paper shall contain units. Each unit shall have two questions and the candidate shall attempt one question from each unit.

Unit I n n e e n e en

- Human Resource Management Functions, Scope and Modes, Functions and Role of Human Resource Executives
- Factors Impacting Human Resource Management
- Human Resource Planning: Need and Techniques
- Strategic Human Resource Management

Unit II e e n e e n e en

- Job analysis and Job Designing
- Recruitment and Measuring Recruiters effectiveness
- Employee testing and Interviewing candidates
- Induction and placement
- Job Satisfaction
- Incentivising
- Team Building

## Unit III      n e      e      nn n      n      n e en

- Training and Development
- Compensation and Benefits
-

M hes ri Sri R A n n n n e e e e  
O ford University Press Ne De hi

M ori C B e nne n e en ( rd ed Ne De hi Hi y Pub ishing  
House Pvt Ltd Mu b i

N ff therine C Nor M Riccucci e nne n e en n e n en  
n e Seventh Edition CRC Ne York T y or Fr ncis

Pigors P Myers C e nne A n n A n n e th ed T t  
McGr Hi London

R o SP n e e n e en E ce Books Ne De hi

R y ond A Noe yee n e n e e en T t Mcgr Hi Ne  
De hi

Riccucci Nor e nne A n n n L e n Ne York  
ME Sh rpe  
Robin ck et eds n e nne A n n Ne York  
T y or Fr ncis

Sh fritz y Met e nne n e en n e n en Ne York M rce  
Dekker

Te d Ord y e nne A n n University of C iforni Libr ries

Yoder D e nne n e en n n e n th ed Prentice H of  
Indi Ne De hi

e e e

e y

*Objectives* This course is to provide the student with knowledge about the basics of public policy and its framing. It would also acquaint the student with various aspects of policy analysis, implementation and evaluation.

*Teaching Pedagogy:* Classroom teaching will be supplemented by seminars, case discussions, term papers and other writing assignments, presentations, case studies, field visits etc.

N N A A A AN A A

There will be marks for the theory paper and marks for internal assessment. For improvement and representation candidates who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper in proportionately be increased to utilize marks of the paper in lieu of internal assessment.

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

There shall be questions in out of which the candidate shall attempt questions. First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 100 words. The candidate is required to attempt any short answer type questions of marks each. It shall carry marks and shall be compulsory. Rest of the paper shall contain units. Each unit shall have two questions and the candidate shall attempt one question from each unit in

N

n n y

- Concept of Public Policy and Its Process, Nature, Scope and Significance in Contemporary Times
- Concept of the Public and Responsibilities of Public Action
- Distinction between Policy Making and Decision Making

N

e e y

- Elite Theory or Elitism

- Group Theory
- Political System Theory
- Institutional or Institution Theory
- Rational Choice Theory

2

### Policy Implementation

- Policy Implementation Concept Agencies involved in Policy Implementation Reasons of Policy Failure and Measures to Address Implementation Problems
- Policy Implementation Difference between Policy Monitoring and Evaluation Tools and Techniques of Policy Monitoring Challenges and Measures

2

### Policy Evaluation

- Policy Evaluation Concept Ethical Principles Techniques and of Policy Evaluation Problems in Policy Evaluation and Agencies Involved in Policy Evaluation
- Policy Implementation in India  
 Education Policy Sarva Shiksha Abhiyan and NEP  
 Food Policy Food Security Programs  
 Environment Policy various Aspects Legislations and NGT

Hi Mich e e y e H r o M Pe rson Educ tion th Edition

e eL e Ne e n, e en n n n, e n

L e Ne e y A n An y Le n n e

*Further Readings:*

Ashford Doug ed y n n e n e y Ith c NY  
University of Pittsbu rgh Press

B rd ch Eugene e e en n e , en A e e e  
L



Sh fritz y M ed n e n n n y e y n  
A n n estvie Press

Sh rpe ME Dror Y y n e e ne nd ed S n Fr ncisco

Ship n Ch r es R nd Cr ig o den Policy diffusion: seven lessons for scholars and practitioners." A n n e e no

n rt M yn e e n e e e y n e nd  
ed Ar onk NY ME Sh rpe

e e e y

*Objectives:* The course is providing the students with basic knowledge in Research in Social Sciences. The students will understand various methods of data collection, interpretation and analysis. Besides this, they will be able to comprehend the application of Statistics in Social Science Research.

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

N N A A A AN AN A

There will be marks for the theory paper and marks for internal assessment. For improvement and representation, candidates who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper will be proportionately increased to utilize marks of the paper in lieu of internal assessment.

The paper setter must put the effort to do the work to the best of his ability. The paper setter must put the effort to do the work to the best of his ability. The paper setter must put the effort to do the work to the best of his ability.

perce to T he c ndi d t e etosrte ny  
r t y pe T d nks of r ks e c h I t

Rest of the paper shall continue in units. Each unit shall have two questions and the candidate shall attempt one question from each unit.

#### Unit I Introduction

- Soci Research Definition Significance and Types
- Scientific Method Definition and Objectives
- Quantitative and Qualitative Research
- Ethics in Research
- Constructs and Concepts
- Fact and Theory
- Emerging Methodologies Brief Overview

#### Unit II Research Design

- Research Problem Selection Formulation
- Review of Literature
- Hypotheses Definition Features Types and Testing
- Research Design Definition and Types Experimental Descriptive Cross section Longitudinal and Experimental

#### Unit III Sampling

- 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 Directories Data from Internet

#### Unit IV Data Analysis

- Data Processing Editing Coding Classification and Tabulation
- Data Display Data Analysis
- Data Interpretation
- Measures of Central Tendency
- Report Writing

#### ***Essential Readings:***

Bryman Alan Burgess and Burgess Gillian Oxford Oxford University Press

Byrne David                    n e e n n e        Ne De hi S ge Pub ic tions Priv te  
Li ited

Cres e ohn                    e e e n e, n e n e e  
A e London S ge Pub ic tions Priv te Li ited

Cres e ohn                    e e e n e, n e n e e  
A e , London S ge

Goode i i nd H tt P u                    e n e e        McGr Hi Book  
Co p ny, MSA L test edition        H tt Pub ic tions

oth ri CR                    e e e y e n e n e Ne De hi i ey  
E stern Ltd

u r R njit                    e e e y Ne De hi S ge Pub ic tions Priv te Li ited

Moser CA nd G ton                    ey e n n e n London The  
Eng ish L ngu ge Book Society nd Heine nn Educ tion books P per ck Edition

N ch i s D vid nd N ch i s Ch r                    e e e n e        en e Ne  
York St M rtin s Press Revised Edition

P no C rk icki L                    e e e e e S ge Los Ange es

Shu it Reinh rz                    e n e n e e        Ne York O ford  
University Press

Si ver n D vid                    n e e n e        Ne De hi S ge Pub ic tions Priv te  
Li ited

Young P u ine                    en e e n ey Indi Asi Pub ishing  
House P per ck Edition

**Further Readings:**

Bo ey Arthur L                    e en                    Ne York St p es Press Incorpor ted

Boynton Petr M                    e e n n A e n e  
en e Hove Psycho ogy Press

Burton D n ed                    e e n n en        Ne De hi S ge

C rieSe tiz M rie hod                    e e e n e n Morton Ne York  
St M rtin s Press Revised Edition









Coordinator of the M.A. in Governance and Leadership Course and the  
approved by the Vice-Chancellor

e e e

e  n e n n e

*Objectives*




n  n n  
 Corruption and unethical behavior  
 Integrating Ethics and anticorruption  
 history of ethics and history of ethics protection Definition history of ethics protection  
 codes

*Essential Readings:*

Appleby P u H y n A n n n e e n en B ton  
 Rouge Louisiana State University Press

B rn SP  n n n n n e n n n e y Ne  
 De hi IIPA

Ch p n Rich rd Ed  n e e e Ne enn  
 A dershot Ashg te

Chkr b rty S



nott G                    *Financial Management* Palgrave Macmillan  
 Pandeey IM                *Financial Management*     Wiks Publications  
 Prashanna C                *Fundamentals of Financial Management*     Tata McGraw Hill

**Learning Objectives**

*Objectives* through this course the student should demonstrate about the basics of setting up and managing project including finances and risk management. Best practices should acquaint the student with information relating to successful practices of project management in India and abroad.

*Teaching Pedagogy:* Classroom teaching will be supplemented by seminars, case discussions, group projects and other writing assignments, presentations, case studies, field visits etc.

N                                    N                                    A                                    AN                                    A

There will be marks for the theory paper and marks for internal assessment. For improvement and repeat candidates who have not been assessed earlier for internal assessment the marks secured by the candidate in the theory paper in proportion to the total marks of the paper in lieu of internal assessment.

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

There shall be questions in each unit of which the candidate shall attempt questions. First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 20 words. The candidate is required to attempt any short answer type questions of marks each. It shall carry marks and shall be compulsory. Rest of the paper shall contain units. Each unit shall have two questions and the candidate shall attempt one question from each unit.

**Learning Objectives**

- Need for Project Management
- Project Management knowledge Areas and Processes
- The Project Life Cycle
- The Project Manager/PM
- SWOT Analysis
- Identifying Strategic knowledge skills and abilities

Feasibility Studies

Project Break even point

Approaches to Project Management Difference between managing project and program vs agile project management

Business Case

Cost Estimates and Budget

Resource Allocation

Risk Identification and Management

Performance Measurement and Change Management

Performance Measurement Benefits and Challenges of Performance Measurement

Project Execution

Project Evaluation

Controlling the Projects

Project Termination and Follow up

*Essential Readings*

Andersen ES et al. *Project Management: The Managerial Process*. London: McGraw-Hill, 2002.

Buechele C, Martin P, Yorke M. *Project Management: A Practical Approach*. London: McGraw-Hill, 2003.

Gido K. *Project Management: The Managerial Process*. OH: Southwestern College Publishing, 2001.

Gido K and Clements P. *Project Management: The Managerial Process*. Cincinnati OH: Southwestern College Publishing, 2001.

Hynes M, E. *Project Management: The Managerial Process*. New York: McGraw-Hill, 2001.

Nidhi Choudhuri Project Manager ITC Infotech  
India Ltd

Project Management Institute  
New York, NY

School of Business Administration  
University of Pennsylvania

Santosha Devi Project  
Management Institute Pennsylvania

Singh G. H. Penguin Books

Sandra Lynn Coffey  
New York, NY  
Fireside Simon & Schuster Inc

Srinivasa N. N. New Delhi  
Sudhakar Chandra

**n e**  
**e n n e en**

*Objectives* This course is to familiarize the student with the process and style of  
comparing and highlighting the intricacies of gender studies fundraising and

There shall be questions in out of which the candidate shall attempt questions. First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 100 words. The candidate is required to attempt any short answer type questions of marks each. It shall carry marks and shall be compulsory. Rest of the paper shall contain units. Each unit shall have two questions and the candidate shall attempt one question from each unit.

**n n n**

Importance of copy rights  
Franchising and selecting territories  
Statutory provisions and globalization  
Copy rights and elections

**n**

Product advertising  
Media and Product sales

George Mc Ginn and Stoney Feingold  
Dushkin Publishing

n e n e n

Green Donald P Gerber A n S  
Washington Brookings

e e e n e e e

Henry E Brady Richard Johnston and John Sides  
*Campaigns* In Henry Brady and Richard Johnston eds  
Ann Arbor, University of Michigan Press

*The Study of Political*  
n n e Ann

Issenberg S sh  
York Brod y

e y L e e e e n n n n Ne

Johnson son  
estvie

n n n n ne y e Co or do

Nelson Poynd A ron id vsky  
MD Ron Litt efie d

e en e n th edition L ndh

Poynd Nelson et  
A e n th ed M ry nd Ro n nd Litt efie d

e en e n e e n e

Popkin Sue

e e n n e Chic go University of Chic go Press

e n e n

*Objectives* The focus of the course is on non violent conflict resolution. The student of this course will recognize the various ways these conflict emerges of is likely to emerge and would be able to handle it through non violent methods of resolution. The course is to inculcate these strategies through both theory and situation exercises in which the student would actively engage in conflict resolution.

*Teaching Pedagogy:* Classroom teaching will be supplemented by seminars, class discussion, newspaper and other writing assignments, presentations, case studies, field visits etc.

N N A A A AN A AN A

There shall be questions in out of which the candidate shall attempt questions First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 100 words The candidate is required to attempt any short answer type questions of marks each It shall carry marks and shall be compulsory Rest of the paper shall contain units Each unit shall have two questions and the candidate shall attempt one question from each unit in

**n n e n n**

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

**n n e n**

Key principles of Dispute Resolution  
styles and tactics of conflict resolution  
conflict escalation and de-escalation

**n e n e n**

Negotiation  
Mediation  
Arbitration  
Retrieval Choice

**n e e n n n e n**

Case Studies of Conflict and Conflict Resolution  
Public Managers as Mediators  
Negotiating multiparty disputes

*Essential Readings:*

Avruch P Bick and Sci ecc *Conflict Resolution: Cross-Cultural Perspectives.*  
New York Greenwood Press

Axelrod Robert *The Evolution of Cooperation* New York Basic Books

Azari Edvard E *Protracted International Conflict: Ten Propositions* **n e n n**  
**n e n**

Azari Edvard E and John Burton *International Conflict Resolution: Theory and Practice.* Boulder Lynne Rienner Publishers

Balcock Lind **n n A Ne n n e e n e** Princeton  
University Press



Beer Jennifer

R sboth O iver oodhouse To Mi Hugh n e y n  
e n, B ck e

United N tions n n e e e e e e en e e een e  
Ne York, United N tions

e e e

e en e y n n

*Objectives* The i of this p per is to cre teness bout gender equ ity nd hu n rights  
t o critic spect of good govern nce nd e dership These re so cruci co ponents of  
sust in ble deve op ent pon R h o ou s e co cop d c k q u i n

n n

Concept and Origin  
Three generations of rights  
Feudalist critique of human rights

n n n en

Univers Declaration of Human Rights  
International Convention of Civil and Political Rights  
International Convention on Economic, Social and Cultural Rights  
Convention on the Elimination of All Forms of Discrimination against Women  
Vienna Conference on Human Rights

n n n n n n n

Fundamental Rights and Directive Principles of State Policy  
Fundamental Duties  
Status of Women's Human Rights in India

en en

Anderson Margaret n n A n New York Mancini

Bhaski P M n n n Ne Delhi, Univers L Pub

Bhaski P M L test edition n n e n n n Agr dh nd Co

Bhaski P M n e n n en e Ne Delhi e n f t n Td M nt I

**e en**

*Objectives* The course is to stimulate consciousness among the students of responsible and responsive citizenship through awareness of the challenges opportunities and limits of citizenship in democratic governance. It acquaints the student with the various theories of citizenship, assesses the roles and responsibilities of citizens in addition to creating awareness about the evolutionary phases of citizenship.

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

N N A A A AN A AN A

There will be marks for the theory paper and marks for internal assessment. For improvement and re-appearing candidates who have not been assessed earlier for internal assessment, the marks secured by them in the theory paper in proportion to the marks secured by the candidates in the previous year of internal assessment.

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

There shall be questions in each of which the candidate shall attempt questions. First question shall be Short Answer type containing short questions spread over the whole syllabus to be answered in about 100 words. The candidate is required to attempt only short answer type questions of 10 marks each. It shall carry 10 marks and shall be compulsory. Rest of the paper shall contain units. Each unit shall have two questions and the candidate shall attempt one question from each unit.

**n n n en**

**Definition and Concept of Citizenship**

s T i e y r k n t e que s e r e ns hi p T TgC

Roles and Responsibilities of the Citizen: Fundamental Rights and Duties  
Citizenship within and outside the nation state  
Plural and Multicultural citizenship

Introduction

Concept

Discussion on the basis of gender, race, caste and ethnicity

Integration and citizenship

Citizenship and Globalisation

**Essential Reading:**

Anderson Benedict *Imagined Communities* London: Verso, New York

Barry Brin *The Green Papers* New York: Oxford University Press

Brighouse H. 'Citizenship' in McKinnon C. ed. *Globalization and the State* New York: Oxford University Press, pp. 1-15

David R. Beitz *Globalization and the State* Princeton: Princeton University Press

Yick, I. *The Green Papers* New York: Oxford University Press

Yick, I. *The Green Papers* New York: Oxford University Press

Okin Susan *Islands of Politics* Princeton: Princeton University Press

Prekh Bhiku *Globalization and the State* New York: Oxford University Press

Roy A. *Citizenship* in Bhargava R. and Acharya A. eds. *Political Theory: An Introduction* New Delhi: Pearson Longman, pp. 1-15

Roy Anup

