

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:

- Separate Summer and Winter Certificate Courses would be offered.
- The candidate would take admission only for that particular certificate course and pay the required fee.
- A candidate can enroll for more than one Certificate Course at a time and shall be allowed to enroll in the next session if he/she is successful in the current session. (R20 1)

SUMMER CERTIFICATE COURSE IN GOVERNANCE AND LEADERSHIP

Unit III: Critical Leadership Skills:

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

Unit IV: Steps to Leadership:

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

en e d n :

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

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Doppelt, Bob (2010), **Leading Change toward Sustainability: A Change -Management Guide for Business, Government and Civil Society** (2nd ed.). Sheffield: Greenleaf.

Jenkins, M. & Jenkins, D.B. (1998), **The Character of Leadership: Political Realism and Public Virtue in Nonprofit Organizations**, San Francisco: Jossey-Bass.

Marshall, Geoffrey(1984), **Constitutional Conventions: The Rules and Forms of Political Accountability** Oxford: Clarendon Press.

Ott, J. Steven and Lisa A. Dicke(2015), **Understanding Nonprofit Organizations: Governance, Leadership, and Management, 3rded** Boulder, CO: Westview Press.

Ronald A. Heifitz and Donald L. Laurie (1997), “ *e o of Le de p,*” **Harvard Business Review**, January-February, pp. 124-134.

Human Resource Management

O b j e c t i v e : This course aims to familiarize students with the basic principles and techniques of human resource management. All persons involved in governance and leadership, at whatever level, play an integral role in carrying out human resource policies and management, which necessitates a basic understanding of human resource management. The course would familiarize the student with the key elements of human resource function and their application.

e c o n t e n t s

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,.

Ethics in Governance

O e c e

Unit IV. Ethics and Corruption: Ethical Challenges in Business and Anticorruption

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

e c n e d o y 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, agency problem, 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

- Financial Management: definition, scope and significance
- 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 and Practice*, John Wiley and Sons, Inc.

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

Horne, V., (1998) *Management Finance*, Pearson Education

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

Knott, G., (2004) *Management Finance*, Macmillan.

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

Prasanna, C., (2008) *Management Finance*, Tata McGraw Hill.

Campaign Management

O b j e c t i v e : 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.

e c o n t e n t 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:

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

Unit II: Tactics:

- Paid advertising,
- Media and Paid news
- 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
- Campaign and Ethical Issues

WINTER CERTIFICATE COURSE IN GOVERNANCE AND LEADERSHIP

Public Policy

Objective : This course aims 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.

Instructional Methodology 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.

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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 cae4.t answ195(a)4(ns

UNIT III

Policy Design and Implementation

- **Policy Implementation:** Concept, Agencies involved in Policy Implementation, Reasons of Policy Failure and Measures to Address Implementation Problems
- **Policy Monitoring:** Difference between Policy Monitoring and Evaluation, Tools and Techniques of Policy Monitoring, Challenges and Measures
- **Indian Government Policies and Interventions in various sectors and issues arising out of their implementation**

UNIT IV

Policy Evaluation

- **Policy Evaluation:** Concept, Ethical Principles, Techniques and of Policy Evaluation, Problems in Policy Evaluation and Agencies Involved in Policy Evaluation
- **Evaluation of Public Policy in India**
Education Policy: Sarv Siksha Abhiyan, NEP, 2020
Food Policy: Food Security Schemes
Environment Policy: Various Aspects, Legislations and National Green Tribunal

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

Aulakh Rupinder, Public Policy, New Academic Publishing Co., Mai Hira Gate, Jalandhar, 2023

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.

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Ashford, Doug (ed.), (1992),

Political Parties and Electoral Process

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

Methodology 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 p

- Reservations for women in Parliament and State Legislatures
- Elections to Panchayats and Municipal Bodies.

Unit IV: Election Commission of India and State Election Commissions

- Constitution
- Objectives
- Importance of Election commission
- Functions
- Role played by Election Commission in Indian elections

Essential Readings:

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.

Evans, Jocelyn A.J. (2009) ' *ec o y e* ', 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.

Further Readings:

Arora, B. (2000) '*Ne o n Djj e ence ede Co on nd N on Co e e e*

Jaffrelot, C. (2001) ' *e n* *Be een n z on nd oc n nee n* , 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) ' *ec on Co on nd nc on n q De oc cy* , **Economic and Political Weekly**, Vo.41, No. 17, 29 April , pp.1635-1639

McMillan, A. (2010) ' *e ec on Co on* . 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) ' *M ed ec o y e nd ec o y e jec* *Con o ed Co p on nd Co -n on An y* , **Electoral Studies**. 23, pp. 575–599.

Singh, U.K. (2004), *n on nd De oc c o e n nce A dy q e ec on Co on nd ec o o e n nce n nd* , **NMML Monograph no. 9**, NMML, New Delhi. pp.1-53

Practical Skills in Governance and Leadership

Objective : This course aims to provide practical skill training in writing, public speaking, campaigning and conflict management- skills which are critical for effective governance and leadership. The Course methodology would be workshop mode.

Evaluation and Pedagogy: The teaching pedagogy for this paper would be primarily in Workshop Mode. Evaluation for this course would be based on assignments submitted and seminars presented on each part of the Course. Each student would be required to submit five assignments and present five seminars on each part of the course. Each assignm

Gender Equality and Human Rights

O b j e c t i v e : 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.

M e t h o d o l o g y Classroom teaching will be supplemented by seminars, class discussion, term papers and other writing assignments

Unit III: Major Human Rights Instruments:

- Universal 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

Unit IV: Indian Constitution and Human Rights and Duties:

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