



University of Mumbai
Yashwantrao Chavan Academy of Development Administration
(Government of Maharashtra)
Department of Development Administration

Masters of Arts in Development Administration
As per Choice Based Credit System (2016-17 onwards)

SEMESTER- I - Syllabus

Subject Code	Course Title	Credits	Number of Hours
Foundation Training Subjects			
101	Public Administration	4	40
102	Law and Judicial Process	4	40
103	Management and Behavioral Science	4	40
104	Office Administration and Financial Management	4	40
105	Information and Communication Technology (Practical Components) for Public Administration	2	20
106	Practical Components for Law and Judicial Process	2	20
107	Practical Components for Office Administration and Financial Management	2	20
108	Practical Components for Management and Behavioral Science	2	20
Total		24	240



Masters of Arts in Development Administration (CBCS 2016-17)
SEMESTER- I – Syllabus, Curriculum and Lectures

SEMESTER- I
Syllabus and Curriculum

Subject Code	Course Title	Credits	Number of Hours
Foundation Training Subjects			
101	Public Administration	4	40
101.1	Public Administration	0.5	06
101.2	Role of external stakeholders in Public Administration	1.0	06
101.3	Administrative Reforms and Good Governance	1.0	08
101.4	Development Dynamics	0.5	06
101.5	Public Policy	0.5	06
101.6	Accountability and control	0.5	08
102	Law and Judicial Process	4	40
102.1	Constitutional Law	0.6	08
102.2	Administrative Law	0.6	06
102.3	Civil Procedure Code	0.5	06
102.4	India Penal Code, 1860	0.4	04
102.5	Criminal Procedure Code, 1973	0.4	04
102.6	General Principles of Evidence in Criminal and Civil Litigation	0.4	04
102.7	Law enforcing agency and various tribunals (Judicial set-up in India)	0.4	04
102.8	Laws relating to Labour, Child and Women	0.4	04
102.9	Human Rights	0.3	03

Continued...



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SEMESTER- I – Syllabus, Curriculum and Lectures

SEMESTER- I
Syllabus and Curriculum

Subject Code	Course Title	Credits	Number of Hours
Foundation Training Subjects			
103	Management and Behavioral Science	4	40
103.1	Management concepts	1.0	10
103.2	Focus and purpose of organizational behavior	0.5	5
103.3	Individual behavior	0.5	5
103.4	Group behavior	0.5	5
103.5	Organisational dynamics	0.5	5
103.6	Competency framework for public servant	1.0	10
104	Office Administration and Financial Management	4	40
104.1	Office Administration	1.3	13
104.2	Administrative and Financial Management aspects in Maharashtra Civil Service Rules	1.0	10
104.3	Financial Management Procedures and Rules	1.7	17

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SEMESTER- I – Syllabus, Curriculum and Lectures

SEMESTER- I
Syllabus and Curriculum

Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
105	Information and Communication Technology (Practical Components) for Public Administration	2	20
106	Practical Components for Law and Judicial Process	2	20
107	Practical Components for Office Administration and Financial Management	2	20
107.1	Practical Components for Office Procedures Administrative and Financial Management aspects in Maharashtra Civil Service Rules	0.7	7
107.2	Practical Components for Financial Management Procedures and Rules	0.8	8
107.3	Practical Components for Office Financial Management	0.5	5
108	Practical Components for Management and Behavioral Science	2	20
	Total	24	240



Masters of Arts in Development Administration (CBCS 2016-17)
SEMESTER- I – Syllabus, Curriculum and Lectures

SEMESTER- I
Syllabus, Curriculum and Lectures

Subject Code	Course Title	Credits	Number of Hours
Foundation Training Subjects			
101	Public Administration	4	40
101.1	Public Administration	0.5	06
101.1.1	Organizational structure in government, rules of business		01
101.1.2	Responsive administration and changing role of governance		01
101.1.3	Bureaucracy, Democracy & Constitutional Law		01
101.1.4	Role of administration and their expected behavior in the context of changing political, social & economic situation		01
101.1.5	New Public Administration, Public Choice approach		01
101.1.6	Challenges of liberalization, Privatization, Globalization		01
101.2	Role of external stakeholders in Public Administration	1	06
101.2.1	Role of watch dog bodies Pro activeness to be observed by Government servants		01
101.2.2	Pro activeness to be observed by Government servants		01
101.2.3	Role of NGOs in development and enforcement of social legislation		01
101.2.4	Role of pressure groups		01
101.2.5	Role of politician in day to administration, collaborative and mutual supportive relationships for better public service and delivery		01
101.2.6	Role of media in formation of public opinion		01



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Subject Code	Course Title	Credits	Number of Hours
101.3	Administrative Reforms & Good governance	1	08
101.3.1	Introduction to administrative reforms, administrative reform commissions		01
101.3.2	Latest recommendations of ARC		01
101.3.3	Recent trends in good governance		01
101.3.4	Corporate versus public governance		01
101.3.5	Importance of core values in driving any organization, organizational character against personal character		01
101.3.6	Introduction to change management		01
101.3.7	Role of capacity building in good governance		01
101.3.8	Role of administrative officer in good governance		01
101.4	Development Dynamics	0.5	06
101.4.1	Concept of development		01
101.4.2	Changing profile of development administration		01
101.4.3	Bureaucracy and development		01
101.4.4	Strong state versus the market debate		01
101.4.5	Impact of liberalization on administration in developing countries		01
101.4.6	Women and development - the self-help group movement		01
101.5	Public Policy	0.5	06
101.5.1	Models of policy-making and their critique		01
101.5.2	Processes of conceptualization, planning		01
101.5.3	Process of implementation, monitoring		01
101.5.4	Process of evaluation and review		01
101.5.5	Public Policy limitations		01
101.5.6	Public policy formulation, exemplary cases of successful policies		01



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Subject Code	Course Title	Credits	Number of Hours
101.6	Accountability and control	0.5	08
101.6.1	Legislative, Executive and Judicial control over administration		01
101.6.2	Citizen and Administration; Citizen's Charters		01
101.6.3	Right to Information		01
101.6.4	Right to services		01
101.6.5	Role of Performance & financial audit, Social audit		01
101.6.6	E-governance in public administration, e-governance and information technology as a tool to improve value system		01
101.6.7	Role of administrative officer in e-governance project		01
101.6.8	Leadership with e-governance vision, Introduction to ERP and MIS		01



Masters of Arts in Development Administration (CBCS 2016-17)
SEMESTER- I – Syllabus, Curriculum and Lectures

Subject Code	Course Title	Credits	Number of Hours
Foundation Training Subjects			
102	Law and Judicial Process	4	40
102.1	Constitutional Law		08
102.1.1	Salient features of Indian Constitution		
102.1.2	Rule of Law		
102.1.3	Separation of Power- Legislative, Judiciary and Executive- Basic Frame work		
102.1.4	Preamble		
102.1.5	Fundamental Rights and Fundamental duties		
102.1.6	Directive Principles of State Policy		
102.1.7	Constitution and Law Constitutional Validity of law		
102.1.8	Distribution of Legislative power Union list, State list, and Concurrent list Legislative Competence		
102.1.9	Protection to Public Servant		
102.1.10	Constitutional Amendments & Judicial Review		
102.1.11	Writ Jurisdiction		
102.2	Administrative Law		06
102.2.1	What is Administrative law? Scope and Sources		
102.2.2	Civil Servant and Legislative power Delegated legislation- Notifications, Rules, circulars, bye laws		
102.2.3	Civil Servant and discretionary powers		
102.2.4	Civil servant and Quasi- judicial function Principles of natural justice		
102.2.5	Writing of Judgment and speaking orders		



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SEMESTER- I – Syllabus, Curriculum and Lectures

Subject Code	Course Title	Credits	Number of Hours
102.3	Civil Procedure Code		06
102.3.1	Introduction to procedural differences between substantive law and procedural law		
102.3.2	Rules relating to jurisdiction		
102.3.3	Stages in Civil Suit- filing of suits and Limitation Act Rules for court fees		
102.3.4	Suits by or against the Government- Section 80		
102.3.5	Interlocutory orders under CPC		
102.3.6	Execution of decree		
102.3.7	Appeal, Review and Revision		
102.4	India Penal Code, 1860		04
102.4.1	Concept of Criminal Liability		
102.4.2	Who is a Public Servant?		
102.4.3	General exceptions to liability		
102.4.4	Offenses against State, Human body and Property		
102.5	Criminal Procedure Code, 1973		04
102.5.1	Cognizable and non-cognizable offences		
102.5.2	Bailable and non-bailable offences		
102.5.3	Filing of First Information Report		
102.6	General Principles of Evidence in Criminal and Civil Litigation		04
102.6.1	Importance of Law of Evidence		
102.6.2	Oral and Documentary Evidence		
102.6.3	Primary and Secondary Evidence		
102.6.4	Burden of proof		
102.6.5	Special Privileges Sec 123 and 124		
102.6.6	Filing of Affidavits		
102.6.7	Contempt of Court – Concept		



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Subject Code	Course Title	Credits	Number of Hours
102.7	Law enforcing agency and various tribunals (Judicial set-up in India)		03
102.7.1	Article 323 A and 323 B of the Constitution of India and Tribunal system in India		
102.7.2	Police		
102.7.3	Special power to Executive Magistrate		
102.7.4	Powers given to Commissioner of Police Superintendent in urban areas		
102.8	Laws relating to Labour, Child and Women		03
102.8	The Employees State Insurance Act Maternity Benefit Act Employees Provident Fund Act Factories Act Protection of Children from Sexual Offence Act Sexual Harassment of women at workplaces (Prevention, Prohibition and Redressal) Act, 2013 Convention for elimination of all forms of discrimination against women (CEDAW)		
102.9	Human Rights		02
102.9.1	Historical development of Human Rights		
102.9.2	Civil, political, social and economic human rights in India		
102.9.3	Recent case laws and judgments		



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
103	Management and Behavioral Science	4	40
103.1	Management concepts	1.0	10
103.1.1	Introduction To Management – Nature and Scope of Management, Objectives of Management, Modern Approaches to Management		1
103.1.2	Functions Of Management - Management Systems and Processes, Distinction Between Management and Administration		1
103.1.3	Decision Making and Planning – Nature and Types of Decisions, Decision Making Models. Planning; it's Nature, Importance, Limitations. Concept of Strategic Planning		1
103.1.4	Structure Of Organization - Characteristics of Organization, Concepts of Vision and Mission, Setting Organizational Objectives		1
103.1.5	Directing, Motivating and Supervising – Concepts and Characteristics. Delegation Of Authority – Departments – Centralization And Decentralization – Process Of Control – Direction, Effectiveness of Delegation it's advantages and disadvantages.		1



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Subject Code	Course Title	Credits	Number of Hours
103.1.6	Power, Politics and Authority – Concepts and Characteristics, Organizational Authority, Managing Political Behavior, Morale, Fundamentals of Building Good Morale, Factors Affecting Employee's Morale, Relationship between Morale and Productivity		3
103.1.7	Governance Through Management and Global Best Practices		2
103.2	Focus and purpose of organizational behavior	0.5	5
103.2.1	OB as a subject – Importance Of OB – Key Forces Affecting Organizational Behavior – Four Elements of OB, Levels of OB, Challenges of OB, Managerial Skills influencing OB		2
103.2.2	Organization Development – Concepts and Objectives, Phases of OD, Factors affecting OD, Managing Effective Organization, Concept of a Learning Organization		1
103.2.3	Organizational Change and Stress Management – Concept of Change with Relation to Stress, Stressors and Types, Sources and Consequences of Stress, Relationship of Stress with Performance, Coping with Stress		2



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Subject Code	Course Title	Credits	Number of Hours
103.3	Individual behavior	0.5	5
103.3.1	Emotional Intelligence – Spiritual intelligence-Learning and its process - implications		2
103.3.2	Attitudes and Values, Personality - concepts, theories – Big Five model - Personality A and Personality B - Perception – Impression Management		1
103.3.3	Motivation – Traditional and contemporary theories and applications to management- Need hierarchy theory- two factor theory-theory X and theory Y- need achievement theory- equity theory- ERG theory- Behaviour modification (OB model)		2
103.4	Group behavior	0.5	5
103.4.1	Classification of groups - group formation – norms – cohesiveness - group decision making – team building– conflicts and negotiation		2
103.4.2	Leadership - Leadership theories and styles, contemporary roles of a leader - power and politics – causes - consequences – Women leaders – Cultural differences in leadership – Title-less leader		1



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Subject Code	Course Title	Credits	Number of Hours
103.4.3	Communication - interpersonal communication - Methods to improve interpersonal Communication.		2
103.5	Organisational dynamics	0.5	5
103.5.1	Organizational design - Organizational culture – determinants of organizational culture organizational change		2
103.5.2	Forces of change- people- technology- information processing and communication competition- explained and unexplained social phenomena		1
103.5.3	Approaches and resistance to change – Levin’s three steps model- Action research- manager as a change agent		1
103.5.4	OD interventions – sensitivity training process consultation- survey feedback		1
103.6	Competency framework for public servant	1.0	10
103.6.1	Expectations from public servant, citizen centric good governance.		2
103.6.2	Competency frame work, four pillars - ethos, ethics, equity and efficiency, 25 competencies, 5 levels and level requirement.		1



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Subject Code	Course Title	Credits	Number of Hours
103.6.3	Ethos - Citizen centric and inclusive, promotes public good and long term interest of the nation, 5 competencies - People First, Strategic Thinking, Organisational Awareness, Commitment to the Organization, Leading Others		1
103.6.4	Ethics - Demonstrate integrity, transparency, openness and fairness, 4 competencies – Integrity, Self-Confidence, Attention to detail, Taking Accountability		1
103.6.5	Equity - Treating all citizens alike, ensuring justice to all, with empathy for weaker section, 4 competencies - Consultation and Consensus Building, Decision Making, Empathy, Delegation		1
103.6.6	Efficiency - Promoting operational excellence and value for money, managing human capital and nurturing capacity, 12 competencies - Result Orientation, Conceptual thinking, Initiative and Drive, Seeking information, Planning and coordination, Desire for knowledge, Innovative thinking, Problem Solving, Developing others, Self Awareness and Self-control, Communication Skills, Team-Working		4



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
104	Office Administration and Financial Management	4	40
104.1	Office Administration	1.3	13
104.1-1	Office Procedures (2)		
	<ul style="list-style-type: none">• Office and Office System• Common Office Functions• Organizational Structure of an office – Branch and Sections, Hierarchy• General Discipline in Office		1
	Rules of Business		1
104.1-2	Tappals /Dak System (2)		
	Receipt & Distribution of Correspondence, Issue and Dispatch		1
	Maintaining Different Registers		1
104.1-3	File management (1)		
	<ul style="list-style-type: none">• Necessity & Importance of File Management• File-Note and Correspondence• Indexing, Numbering, Flagging, Referencing & Linking of Files• Maintaining File as a Record		1



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Subject Code	Course Title	Credits	Number of Hours
104.1-4	Noting (2)		
	Objective & Necessity of Noting, DOs & DONTs in Noting		1
	Drafting an Office Note		1
104.1-5	Types of Communications (3)		
	<ul style="list-style-type: none">• Different Forms of Communications• Components of a Letter		1
	Types of Letters used in Government Office – Simple Letter ,DO, Circular, Memorandum, GR, Office Order, UOR, Gazette, Publicity Matter Manifesto		1
	Assembly Questions – Drafting an answer		1
104.1-6	Records Management (3)		
	Principles of an Effective Record Management		1
	Classification of Records – <ul style="list-style-type: none">• Six Bundle System• ABCD List		1
	Record Room Management, Retrieval & Disposal of Records		1



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Subject Code	Course Title	Credits	Number of Hours
104.2	Administrative and Financial Management aspects in Maharashtra Civil Service Rules	1.0	10
104.2-1	General conditions of Service Rules		1
104.2-3	Joining Time ,Foreign Service & Payments during Suspension, Dismissal & Removal Rules		1
104.2-4	Pay Rules		1
104.2-5	Leave Rules		1
104.2-6	Pension Rules & DCPS		1
104.2-7	Conduct Rules, Discipline & Appeal Rules		2
104.2-8	Reservation & Roaster Rules		2
104.2-9	Maintenance of Service Book		1
104.3	Financial Management Procedures and Rules	1.7	17
104.3-1	Financial Procedures (6)		
	<ul style="list-style-type: none">• Receipt of Government money & Handling of Cash• Revenue Receipts & their Checks• Maintenance of Cash Box• Canons of Financial Propriety• Drawal of Money from Treasury		2
	<ul style="list-style-type: none">• Pay & Allowances General Rules• Vouchers for Departmental Payment• Cash Book		2



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Subject Code	Course Title	Credits	Number of Hours
	<ul style="list-style-type: none">• Arrears Claims & Time Barred Claims• Responsibility for Over Payments• Security Deposits• Responsibility for Losses sustained by Government through fraud or negligence of Government Servants		
	<ul style="list-style-type: none">• Advances to Government Servants- Interest bearing & non -Interest bearing advances• Powers of Sanction• Write off of Losses		2
	Treasury Management & <i>Sevaarth</i>		2
104.3-2	Contingent Expenditure (4)		
	<ul style="list-style-type: none">• Responsibilities of Drawing & Disbursing Officer & Controlling Officer• Countersigned & non Countersigned Contingency• Abstract Bill & Detailed Bill• Dead Stock Registers• Maintenance of Vehicles & Logbook		1
	Procurement Policy & Purchase Procedures, Delegation of financial powers		1



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Subject Code	Course Title	Credits	Number of Hours
	e-tendering		1
104.3-3	Budget (5)		
	<ul style="list-style-type: none">• Annual Financial Statement• Structure of Government Accounts• Types of Government Accounts(Consolidated Fund, Contingency Fund & Public Accounts)• Classification of Government Accounts		1
	<ul style="list-style-type: none">• Preparation of Budget Estimates• Performance Budget & White Book• Appropriation of Accounts• Distribution of Grants• Reconciliation of Receipts & Accounts• Re-appropriation• Surrender of Grants		1
	Structure & Functions of Public Accounts Committee, Estimates Committee, Expenditure Priorities Committees		1
	Budgetary Irregularities & Ways to avoid them		1



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Subject Code	Course Title	Credits	Number of Hours
104.3-4	Audit & Accounts (2)		
	<ul style="list-style-type: none">• Audit- an infrastructure of Financial Control• Currency & Resource Arrangements• Working of Treasury• Functions & Spirit of Audit• Audit of Receipt & Expenditure• Audit against provision of funds• Grants –in aid		1
	<ul style="list-style-type: none">• Audit Reports• Pensions• Contingent Expenditure		1
	TOTAL	4	40



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
105	Information and Communication Technology (Practical Components) for Public Administration	2	20
105.1.1	Use of Section break, Different header footers to various sections, Dropcap, Textbox, Use of Templates, Using Header footer, Working with various objects like shapes, SmartArt, WordArt, Pictures and Tables,		1
105.1.2	Using Table of contents, Creating Hyperlinks, Bookmarks, Protecting Document, Using Track Changes, Creating PDF document		1
105.1.3	Using Mail Merge, Work on multiple word files – new window, arrange all, split, switch window		1
105.1.4	Conditional formatting with multiple conditions, Using formulas in conditional Formatting, Analyzing Data with Pivot Tables and Pivot Charts		1
105.1.5	Using Data Validation, Validation for date, list, Validation using formulas		1
105.1.6	Names in Formulae, Defining Names, Creating Names Automatically, Managing Names, Using Names, Applying Names		1
105.1.7	Logical functions-If Statements, And, Or, Not, Nested If		1



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Subject Code	Course Title	Credits	Number of Hours
105.1.8	Date Functions- Datedif(), Weekday(), Today(), Month(), Year(), Eomonth() Text Functions -Concatenate(), Left(), Right(), Mid(), find(), len()		1
105.1.9	Other useful Functions- Countif(), Sumif(), Sumifs(), Countifs()		1
105.1.10	Filtering and Sorting data, Custom Filters, Use Subtotals		1
105.1.11	Importing and exporting data between spreadsheets and other applications, Managing Multiple Worksheets		1
105.1.12	The do's and don'ts of PowerPoint presentations, Creating different types of slide (Title, Content, Blank etc)		1
105.1.13	Master Slides and backgrounds, Slide Colour Schemes, Slide Transitions and basic transitions,		1
105.1.14	Jumping to other presentations, programs and web sites (hyperlinking), Incorporating Media files, Custom animations, Customising shows		1
105.1.15	Government Process Re-engineering-1		1
105.1.16	Government Process Re-engineering-1		1
105.1.17	Change Management		1
105.2.1	Regional Language Computing and Unicode		1
105.2.2	Using emails, Use Google Drive to store your important files		1
105.2.3	Use of PDFill, 7ZIP, OpenOffice - Open Source Tools		1



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
106	Practical Components for Law and Judicial Process	2	20
106.1	Exercise on writing <i>parawise</i> statement		2
106.2	Workshop on writing Judgment and speaking orders		3
106.3	Filing of FIR		2
106.4	Creation and recording of evidence		2
106.5	Moot Court Activity		3
106.6	Case Study on The Employees State Insurance Act, Employees Provident Fund Act		2
106.7	Case study on Sexual Harassment of women at workplaces (Prevention, Prohibition and redressal) Act, 2013		2
106.8	Case study on Protection of Children from Sexual Offence Act		2
106.9	Workshop on writing GR, Notification and circular		2



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
107	Practical Components for Office Administration and Financial Management	2	20
107.1	Practical Components for Office Administration	0.7	7
107.1-1	Assignment on taking entries in different Office Registers		1
107.1-2	Assignment on drafting an Office Note <ul style="list-style-type: none">• With Legal Framework• Different Levels of Submission• Creating Checklist for Noting• RTI friendly Drafting		2
107.1-3	Assignment on Drafting a Letter – Simple Letter, DO Letter, Circular, Office Order, Memorandum		2
107.1-4	Drafting answers to Assembly Questions		1
107.1-6	Assignment on Record Management- Classification of Office Record in Six Bundle System & as per ABCD List		1
107.2	Practical Components for Administrative & Financial Management aspects in Maharashtra Civil Services Rules	0.8	8



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Subject Code	Course Title	Credits	Number of Hours
107.2-1	Case Study -Drafting Appendix A,B,C, &D in a Departmental Enquiry Case		2
107.2-2	Exercise on Preparation of Leave Account		1
107.2-3	Exercise on Pay Fixation		1
107.2-4	Exercise on Preparing a Pension, Family pension cases		2
107.2-5	Assignment on <i>Bindunamavali</i> & Roster		1
107.2-6	Assignment on Taking Entries in Service Book		1
107.3	Practical Components for Financial Management	0.5	5
107.3.1	Assignment on Cash Book Writing		1
107.3.2	Assignment on Preparing a Tender Document including e Tender Document		2
107.3.3	Assignment on Scrutiny of a Tender document		1
107.3.4	Assignment on Drafting a compliance of Audit Para of PAC		1
	TOTAL	2	20



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Subject Code	Course Title	Credits	Number of Hours
	Foundation Training Subjects		
108	Practical Components for Management and Behavioral Science	2	20
108.1	Case study – Governance through management		2
108.2	Case study – Leadership		2
108.3	Case study – Interpersonal relations		2
108.4	Case study – Team and teamwork		2
108.5	Case study – Communication		2
108.6	Group exercises on – Ethos		2
108.7	Group exercises on – Ethics		2
108.8	Group exercises on – Equity		2
108.9	Group exercises on – Efficiency		2
	Total	24	240