

**POST GRADUATE DIPLOMA IN URBAN MANAGEMENT
(Self Financing)**

SYLLABUS

**REGIONAL CENTRE FOR URBAN AND ENVIRONMENTAL
STUDIES, LUCKNOW UNIVERSITY,
LUCKNOW**

POST GRADUATE DIPLOMA IN URBAN MANAGEMENT

1. Rationale

Urban complexity is increasing in the developing countries experiencing rapid urbanization. India is not an exception. The country has faced a tremendous urban growth in the post-Independence years. The large urban areas are expanding in an unplanned way. The migration of population, both urban to urban and rural to urban, is leading to concentration of population in large cities resulting into their haphazard development. The mushrooming of slums and shanties is adversely impacting the urban development, worsening the urban environment besides creating a number of social and economic problems. The vocal and demanding community aspires qualitative and efficient services.

The institutional mechanism for managing the urban affairs has miserably failed to act as per the expectations and aspirations of the people. A number of factors are responsible for such a pathetic condition of urban local institutions. It is however being recognized gradually that human resource is the principal factor which can turn the table. It is the personnel who can optimize the other resources-financial, materials, technological etc.

Urban government in our democratic set up is at the cutting edge of administration responsible mainly for the provision and delivery of basic services. Their regulatory character is diminishing and they are emerging in a new *avtar* as facilitator. The traditional urban administration is adopting management techniques. It is getting the shape of urban governance and further to good urban governance. This paradigm shift requires a new class of urban managers.

Unfortunately, the teaching of public administration in Independent India has been inadequate to appreciate the changing demands of the time. The universities do not conduct academic programmes exclusively on urban administration. Hence, there is an ardent need to provide an academic forum where the future urban professionals can be brought up and developed. The proposed **Post-Graduate Diploma in Urban Management** is the outcome

of such a realization. It aims to prepare managers who can give a new direction to urban India in new Millennium.

2. Ordinances

**Title – Post-Graduate Diploma in Urban Management
(self financing)**

3. Duration and Mission Statement

- i) One year, two semesters, professional, job-oriented, full time programme, oriented towards preparing urban managers
- ii) Integration of Social – Demographic – Economic – Technological – Administrative – Environmental – Management – Legal – Behavioural issues
- iii) Course structure designed and developed in consultation with Expert Body of Academics, Administrators, Urban Managers to cater to the needs and challenges of the urban affairs

Job Opportunities

Urban Local Bodies i.e. Municipal Corporations, Municipal Councils, Nagar Panchayats; urban local institutions eg. Housing Boards, Development Authorities; Developmental Institutions and Research Organisations; aspirants of Indian/State Civil Services etc.

4. Eligibility

A three years Bachelor's Degree in any discipline with 48% marks from any university recognized by the University Grants Commission (candidates appearing in final year examination may also apply)

5. No. of Seats – 30 (Thirty)

6. Fee Structure

The fee for the course charged per semester shall be as under:

i)	Tuition Fee	Rs. 1,500
ii)	Books & Reading Materials	Rs. 2,000
iii)	Computer Fee	Rs. 1,000
iv)	Examination Fee	Rs. 1,000
v)	Library Fee (Non refundable)	Rs. 500
vi)	Development Fee	Rs. 1,000
vii)	Guest Lecture Fee	Rs. 1,000
viii)	Other University/Institution Fees	Rs. 750

		Rs. 8,750

7. Admission Procedure

- a) The Admission Test and Interview shall be conducted under the direction and control of the Director, Regional Centre for Urban and Environmental Studies, Lucknow University. There shall be an Admission Committee constituted by the Director for undertaking the admission process.
- b) The admission will be done on the basis of written test and interview (Written Test – 75%, Interview – 25%)
- c) Reservation policy of the Government of U.P.as adopted by the Lucknow University shall be applied
- d) The first semester shall commence from 1st August and second semester from 15th January every year.

8. Examination & Evaluation Procedures

- (1) There shall be an examination at the end of each semester and the students will be required to appear in papers as prescribed in the course structure.
- (2) The examinations for 1st Semester shall be held from 1st December and for IInd Semester from 15th May every year.
- (3) The examination in every semester in each theory paper shall consist of the following;
 - i) Semester Examination 75 marks
 - ii) Internal Evaluation 25 marks

- (4) There shall be three tests in each paper every semester and the marks obtained in the best two, out of three tests shall be taken into consideration. The scheme shall be notified in the beginning of the semester.
- (5) Semester (written) examination in each paper (except Paper 5) shall be of three hours duration.
- (6) There shall be in all 9 (nine) questions in every paper (except Paper 5) - two from each unit and one compulsory. The students have to attempt five questions - one from each unit, including one compulsory. Each question shall carry 15 marks.
- (7) Paper - 5 shall be of 1¹/₂ hours duration. There shall be three questions - one compulsory and two optional. The students have to attempt two questions including the compulsory one. Each question shall carry 25 marks.
- (8) The arrangement of Papers shall be as under:

Semester I –

Paper 1 - Urban Government in USA, UK and India	100 marks
Paper 2 - Urban Governance in India (with Special focus on U.P.)	100 marks
Paper 3 - Urban Personnel Management	100 marks
Paper 4 – Urban Financial Management	100 marks
Paper 5 – Research Methodology	50 marks
Total (A)	450 marks

Semester II –

Paper 6 – Principles & Techniques of Management	100 marks
Paper 7 – Management of Urban Services	100 marks

Paper 8 – Urban Governance in 21st Century	100 marks
Paper 9 – Dissertation (Project Report)	100 marks
- Viva Voce	100 marks

Total (B)	500 marks
Grand Total (A+B)	950 marks

- (9). There shall be a Project work (Paper - 9) of 100 marks. Each student shall be allotted a topic and he/she will submit a detailed report under the supervision of one teacher.
- (10). Each paper will be evaluated by one examiner (Internal and/or External).
- (11). There shall be a comprehensive Viva-Voce examination at the end of IInd Semester carrying 100 marks.
- (12). The Viva-Voce examination shall be conducted by a committee constituted by the Director as under:
- a. Director - Chairman
 - b. One external examiner
 - c. Programme Coordinator
- (13). No candidates shall be allowed to any semester examinations unless he/she has attended a minimum of 75% of the lectures in each paper.
- (14). The cost of visits by students to organizations outside the city shall be borne by the students concerned.
- (15). There shall be minimum of one seminar in each paper every semester. The students shall be allotted topic by the teachers concerned and the students shall present the paper.
- (16). A candidate shall be declared to have passed a semester examination if he/she secures not less than 40% marks in each paper and 50% in the aggregate

- (17). The final result of the candidates shall be declared on the basis of combined results of both the semesters.
- (18). A candidate securing 75% marks or more in any paper shall be declared to have passed in that paper with distinction and a candidate securing 75% or more marks in aggregate shall be declared to have passed with Honours.

9. Payment to Visiting Faculty

Suitable honoraria and TA/DA as per Lucknow University Rules will be paid to the visiting faculty. The payment will be made out of composite fee.

SYLLABUS

SEMISTER - I

Paper I - URBAN GOVERNMENT IN USA, UK, AND INDIA

100 marks

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| Unit I – | Theories of Local Government - Constitutional Approach; Pluralist Approach; Marxist Approach; Local Government - Concept, Nature, Objectives, Importance and Rationale; Development and Local Government; Ecology of Local Government. | 25 periods |
| Unit II - | Salient Features of Urban Government in USA - evolution, characteristics, forms, organisation and functions; Reorganisation and Urban Reforms; State-Local Relationship | 25 periods |
| Unit III - | Salient Features of Urban Government in Britain - evolution, nature, functions; Structure of Local Government - origins to 1970; 1970 to the Present; Internal Organisation - Maud Report, Bains Report; Finance; Services; Central - Local Relations; Committee System | 25 periods |

Unit IV - Salient Features of Local Government System in India - historical overview; Commissions & Committees; Council of State Ministers; All India Council of Mayors; Centre-State-Local Relationships 30 periods

Suggested Readings

1. D.D. Basu, 1985, Introduction to the Constitution of India, New Delhi, Prentice Hall of India
2. U.B. Singh, 1997, Administrative System in India, IPH, New Delhi
3. R.K. Arora, 1999, Indian Administration, Aalekh Pub., Jaipur
4. Rakesh Hooja, 1999, District Administration, Aalekh Pub., Jaipur
5. C.P. Barthwal, 2002, Understanding Local Government, Bharat Book, Lucknow.
6. Hoshiar Singh, 1997, Local Government, Kitab Mahal, Allahabad
7. M.A. Muttalib and A.A. Khan, 1983, Theory of Local Government, Sterling, New Delhi
8. J. Steward and G. Stroker (eds), 1989, The Future of Local Government, Macmillan, London
9. Burns, N.E., 1994, The Formation of American Local Governments, OCIP, New York
10. Connors, K.O., 1997, American Government (continuity and change), Allyn and Bacon, Boston
11. Smellie, K.B., 1963, A History of Local Government, Allen, London.

Paper 2- URBAN GOVERNANCE IN INDIA (with special focus on U.P.)

100 marks

Unit I - Urbanisation and its impact; Urban Government: Origin, Patterns, Structure, Functions; Deliberative vs. Executive Wing; Urban Local Institutions/ Parastatal Agencies; Constitutional Framework; Urban Laws; Decentralisation and Autonomy - Wards Committee 30 periods

Unit II – Urban Environment, Pollution – water, air, noise, soil, Environment Protection Acts, Rules; Pollution Control Agencies	20 periods
Unit III – Urban and Town Planning – Decentralized Planning; District Planning Committee, Metropolitan Planning Committee; Master Plans	20 periods
Unit IV – Urban Poverty – Incidence, Status, Alleviation; Government Interventions; Community Organization and Development; Role of NGOs/VOs etc.	20 periods

Suggested Readings

1. V.V. Rao and Niru Hazarika, 1983, Local Government in India, Delhi, S. Chand & Co.
2. Mohit Bhattacharya, State-Municipal Relations, IIPA, New Delhi
3. U.B. Singh (ed), 2004, Urban Administration in India, Serials Pub., New Delhi.
4. A. Ghosh (ed), 2003, Urban Environment Management, ISS, Concept, New Delhi.
5. K.C. Sivaramakrishnan and L. Green, 1986, Metropolitan Management, The Asian Experience, OUP, New Delhi.
6. U.B. Singh, 1997, Urban Local Government, Rawat, Jaipur
7. U.P. Municipalities Act, 1916
8. U.P. Municipal Corporation Act, 1959
9. U.P. Water Supply & Sewerage Act, 1975
10. U.P. Urban Planning and Development Act, 1973
11. U.P. Housing and Development Board Act, 1965

Paper 3 - URBAN PERSONNEL MANAGEMENT 100 marks

Unit I - Municipal Personnel Systems; Municipal Human Resource: Planning, Recruitment; Human Resource in Urban Prastatals: Systems, Planning, Recruitment	30 periods
Unit II - Human Resource Development - Concept,	25 periods

Strategy, Approach; Development - Training:
Needs, Importance, Institutional Mechanisms

Unit III -	Promotion and Transfer; Performance Appraisal; Pay and Service Conditions; Fringe Benefits;	20 periods
Unit IV -	Counselling, Time Management, Stress Management, Conflict Management, Employer-Employee Relations; Public Relations; Ethics in Administration	15 periods

Suggested Readings

1. M. Bhattacharya, 1979, Bureaucracy and Development Administration, Uppal, New Delhi
2. V.A. Paipanandikar, R.N. Bishnoi and O.P. Mishra, 1983, Development Bureaucracy, Oxford & IBH, New Delhi
3. Arvind K. Sharma, 2004, Bureaucracy and Decentralisation, Mittal, New Delhi
4. B.R. Verma, 1998, Bureaucracy and Administration: Studies in Policy Perspective and Reform, S.Chand & Co., New Delhi
5. A.D. Pant, 1990, Bureaucracy, Development and Change, Contemporary Perspectives, Elite Pub. Delhi
6. K. Jain, 1999, Bureaucracy Citizen Interface, Gyan, Delhi
7. A.K. Mukhopadhyay, 1985, Municipal Personnel System in India, IIPA, New Delhi
8. A.P. Padhy (ed), 1977, Personnel System of Urban Bodies in India, Laxi Narayan, Agra
9. Narayan, Rajeev, 2006, Human Resource Management in Urban Local Bodies, Serials, New Delhi.

Paper 4 - URBAN FINANCIAL MANAGEMENT

100 marks

Unit - I	Fiscal Federalism in India; Principles of Fiscal Federalism; Centre-State-Local Financial Relations	20 periods
Unit - II	Taxation – Cannons, Types; Municipal Financial Resources and their Mobilization; Finance Commissions – Central and State; Property Tax Administration - Valuation, Assessment, Collection	30 periods
Unit - III	Budget – Preparation, Passage and Execution; Performance Budgeting, Zero Base Budgeting, Budget as a vehicle of fiscal policy and tool of management, Budgetary Reforms	25 periods
Unit - IV	Municipal Accounting, Revenue and Capital Accounting, Double Entry Accounting; Accounts Code/Manual, Municipal Audit - Concept, Objectives, Types, Internal Check Systems, Vouching, Verification of Assets and Liabilities, Settlement of Audit Objectives.	20 periods

Suggested Readings

1. I.M. Pandey, Financial Management, Vikas, New Delhi
2. B.P. Tyagi, 1997, Public Finance, Jai Prakash Nath, Meerut
3. M.J.K. Thavaraj, 1996, Financial Administration in India, S.Chand & Sons, Delhi
4. M.Y. Khan and P.K. Jain, 1982, Financial Management, Tata McGraw Hill, New Delhi
5. G.S. Lall, 1987, Public Finance and Financial Administration in India, H.P.J. Kapoor, New Delhi
6. S.L. Goel, 1995, Financial Administration and Management, Sterling, New Delhi

7. M.J.K. Thavaraj and K.L. Handa, 1973, Financial Control and Delegation, IIPA, New Delhi
8. R.G. Saxena, Principles of Auditing: Theory and Practice, Himalaya Pub. House, Mumbai
9. S.N. Mishra and S.S. Singh, 1993, Revenue Administration in India, Mittal, Delhi
10. U.B. Singh, 2003, Fiscal Federalism in Indian Union, Concept, New Delhi.
11. M.M. Sury, 1998, Fiscal Federalism in India, Indian Tax Institute, Delhi.

Paper 5 - RESEARCH METHODOLOGY

50 marks

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| Unit I - | Nature of Scientific Enquiry; Deductive and Inductive Patterns; Hypotheses; Research Design; Survey Research, Content Analysis | 15 periods |
| Unit II - | Tools & Techniques of Data Collection; Sampling; Report Writing; Scales of Measurements; Tabulation and Graphical Presentation | 25 periods |

Suggested Readings

1. R.P. Mishra, 1988, Research Methodology – A Hand Book, Concept, New Delhi
2. S. Gupta, 2003, Research Methodology & Statistical Techniques, Deep & Deep, New Delhi
3. B. Lal, 2002, Research Methodology, APH, New Delhi.
4. Raj Kumar, 2002, Methodology of Social Sciences, Research, Book Enclave, Jaipur.

SEMESTER – II

Paper 6 - PRINCIPLES & TECHNIQUES OF MANAGEMENT

100 marks

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| Unit I – | Principles of Management; Theories of Management - Scientific Management, Human Relations, Behavioural | 30 periods |
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Approach, Systems Approach, Development Approach

- Unit II – Principles of Organization – Concepts, Formal and Informal, Hierarchy, Unity of Command, Span of Control; Line and Staff Organizations; Functions of Organization; Authority & Responsibility, Delegation, Supervision 25 periods
- Unit III- Functions of Chief Executive - Decision Making, Coordination, Communication, Motivation, Control; Leadership Styles, Management by Objectives, Management of Change 25 periods
- Unit IV – Office Management: Meaning, Characteristics, Role; Automation and Application of Computer; Internet; Office, Layout, Working Environment; Work Study 25 periods

Suggested Readings

1. S.L. Goel, 2002, Advanced Public Administration in India, Deep & Deep, Delhi
2. Mohit Bhattacharya, 1987, Public Administration: Structure, Process and Behaviour, World Press, Kolkata
3. Nicholas Henry, 2001, Public Administration and Public Affairs, Printice Hall of India, New Delhi
4. Fred Luthans, 2002, Organisational Behaviour, McGraw Hill, Washington
5. D. Ravindra Prasad, et. al. (eds) 1989, Administrative Thinkers, Sterling Publ., New Delhi.
6. T.N. Chaturvedi and R.K. Arora (eds), 1987, Administrative Theory, IIPA, New Delhi
7. Shumsum Nisha, Ali, 1984 Eminent Administrative Thinkers, Associate Pub. House, New Delhi
8. S.P. Arora, 1980, Office Organisation and Management, Vikas, New Delhi
9. R.K. Lele and J.P.Mahajan, 1982, Principles of Management, Pitambar Pub. House, New Delhi

- 10.W.H. Lettingwell and M.R. Edwin, 1975, Text Book of Office Management, Tata McGraw Hill, New Delhi.
 11.J.Shaw, 1978, Office Organisation for Managers, Macdonald, London

Paper – 7 - MANAGEMENT OF URBAN SERVICES 100 marks

Unit - I	Impact of Urbanization on Urban Services and Infrastructure, Urban Infrastructure Policies and Programmes; Water Supply, Health & Sanitation, Drainage, Roads, Urban Transport, Urban Housing	30 periods
Unit - II	Urban Waste Management – Solid Waste, Liquid Waste, Hospital Waste; Rules and Regulations; Urban Slums & Settlements	25 periods
Unit - III	Project Management: Formulation, Implementation, Financing, Monitoring and Evaluation; Public Private Partnership – Concept, Methods, Scope, Application in Social Sector	20 periods
Unit - IV	Social Services - Urban Health; Urban Education; Social Welfare Administration; Human Development	20 periods

Suggested Readings

1. M. Bhattacharya, 1976, Management of Urban Government in India, Uppal, Delhi
2. Report of Rural-Urban Relationship Committee, Government of India, 1966
3. Report of National Commission on Urbanisation, Government of India, 1988
4. B. Mohanty (ed), 2001, Financing the Grassroot Governments, APH, New Delhi.
5. S. Bhatnagar, E-Government, Sage, New Delhi, 2004

6. A. Ghosh (ed), 2003, Urban Environment Management, Concept, New Delhi.
7. Nagarlok, IIPA Journal, New Delhi.
8. Urban Panorama, RCUES Journal, Lucknow.

Paper 8 - URBAN GOVERNANCE IN 21st CENTURY 100 Marks

Unit - I	Government to Governance; Productivity in Urban Government; Total Quality Management Millennium Development Goals and Urban Governance	20 periods
Unit - II	Good Urban Governance – Participation, Transparency, Decentralisation, Responsiveness and Responsibility, Accountability; Report Card System; Right to Information; Public Disclosure; Citizen Charter	25 periods
Unit - III	Urban Governance in New Economic (LPG) era; Application of New Public Management Approach; E Governance; Urban Information System; Corporatisation of Urban Management	25 periods
Unit - IV	Sustainable Development; Urban Renewal, Relocation and Conservation; Water Conservation and Rain Water Harvesting; Disaster Management;	20 periods

Suggested Readings

1. K.R. Gupta (ed), 2004, Urban Development Debates in the New Millennium, Altantic, New Delhi
2. J.S. Mishra, 2002, A Quest for Dream Cities, Har Anand, New Delhi
3. Peter Hall and Ulrich Pfeiffer, 2000, Urban Future 21, E&FN Spon, New York

4. J. Brotchie, M. Batty, et. al. (eds), 1995, *Cities in Competition: Productive and Sustainable Cities for the 21st Century*, Longman, Melbourne
5. A. Badshah and J.E. Perlman, 1991, *Megacities and the Urban Future*, Zed Books, London.
6. Nicolas Hall et. al., 1996, *The Urban Opportunity*, Intermediate Technology Publications Ltd., London
7. Marnia, Kenzer, 1998, *Healthy Cities: A Guide to the Literature*, Boyn Mawr, Pennsylvania
8. UNCHS, 2001, *Cities in a Globalizing World*, Earthscan, London
9. Seth, J.L., 1988, *Urban Environment and Conservation*, Pnar Mudrak, Lucknow