

CHAUDHARY RANBIR SINGH UNIVERSITY, JIND

Course Curriculum Master of Arts in Public Administration



**DEPARTMENT OF PUBLIC ADMINISTRATION
CHAUDHARY RANBIR SINGH UNIVERSITY, JIND**

**DEPARTMENT OF PUBLIC ADMINISTRATION
CHAUDHARY RANBIR SINGH UNIVERSITY, JIND**

**Choice Based Credit System (CBCS)
Master of Arts in Public Administration**

Course Structure

DURATION:

Two Academic Years with four semesters.

MEDIUM OF INSTRUCTION:

The medium of instruction of examination shall be English and Hindi.

SCHEME OF INSTRUCTION:

The course of study of M.A. Public Administration shall comprise of four semesters.
The semester-wise details of the courses are explained in the forthcoming sections.

Department of Public Administration Chaudhary Ranbir Singh University, Jind

Syllabus of M.A. Public Administration (Choice Based Credit System) w.e.f. 2023-2024

Time	:	03 Hours
Maximum Marks	:	100 Marks
Theory	:	80 Marks
Internal Assessment	:	20 Marks

Scheme of Examination for M.A. Public Administration

The M.A. Examination in Public Administration has been divided into four Semesters spread over two years.

The choice of optional credits is subjected to the availability of teaching faculty in the Department. The semester-wise details of the paper scheme are as follows:

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Course Code	Course Title	Type of Course	Credits (L+T)	Internal Marks	External Marks	Total Marks
M.A (P) Semester – I Public Administration						
PA101	Public Administration: An Introduction	CC	4 + 1	20	80	100
PA102	Administrative Thinkers - I	CC	4 + 1	20	80	100
PA103	Public Personnel Administration in India, UK and USA	CC	4 + 1	20	80	100
PA104	Introduction to Public Policy	CC	4 + 1	20	80	100
One paper to be chosen from any of the following						
PA105 (i)	Administrative Law	EC	4 + 1	20	80	100
PA105 (ii)	Governance & Ethics	EC	4 + 1	20	80	100
PA105 (iii)	Disaster Management	EC	4 + 1	20	80	100
M.A (P) Semester – II Public Administration						
PA201	Administrative Thinkers- II	CC	4 + 1	20	80	100
PA202	Public Financial Administration	CC	4 + 1	20	80	100
PA203	Social Welfare Administration	CC	4 + 1	20	80	100
PA204	Research Methodology	CC	4 + 1	20	80	100
PA205	Public Policy : Concept and Models	CC	4 + 1	20	80	100
PA206	Indian Constitution, Social Justice and Administration (Student is required to take one optional elective paper, other than Public Administration from the common lists of papers)	OEP	4 + 0	20	80	100
M.A (F) Semester – III Public Administration						
PA301	Public Administration in India	CC	4 + 1	20	80	100
PA302	Administrative Theories	CC	4 + 1	20	80	100
PA303	Public Sector Management	CC	4 + 1	20	80	100
PA304	State and Local Governance	CC	4 + 1	20	80	100
PA305	Indian Constitution	CC	4 + 1	20	80	100
PA306	Civil Services in India (Student is required to take one optional elective paper, other than Public Administration from the common lists of papers)	OEP	4 + 0	20	80	100
M.A (F) Semester – IV Public Administration						
PA401	Accountability Reforms and Innovations in Administration	CC	4 + 1	20	80	100
PA402	Rural and Urban Governance	CC	4 + 1	20	80	100
PA403	Comparative Public Administration	CC	4 + 1	20	80	100
PA404	E-Governance	CC	4 + 1	20	80	100
One paper to be chosen from any of the following						
PA405 (i)	Administration of Non-Government Organisation	EC	4 + 1	20	80	100
PA405 (ii)	Development Administration	EC	4 + 1	20	80	100
PA405 (iii)	Labour Welfare Administration	EC	4 + 1	20	80	100

CC: Core Course

EC: Elective Course

OEP: Optional Elective Paper

SEMESTER-I
PA101: PUBLIC ADMINISTRATION: AN INTRODUCTION

Maximum Marks 80
Time 3 Hours

Course Objectives:

The importance of public administration derives from its crucial role in the governing of a society. All the great human events in history were probably achieved by what we today would call public administration. Organisation and administrative practices in collective or public settings are as old as civilization. This foundation course is set to analyze the transformations in public administration with emphasis on current initiatives and emerging challenges in the field. Students are introduced to the study of public administration in a fast changing environment of globalized phenomenon.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Awareness about the evolution and growth of the discipline of Public Administration.
2. Learning of basic principles and Challenges of Globalization and Public Administration.
3. Understanding the Learning of basic principles and approaches of Public Administration.
4. Theoretical clarity of basic concepts and dynamics (both ecological and others) relating to Public organizations.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) Meaning , Nature, Scope and Importance of Public Administration
- b) Evolution of Public Administration and its Present Status
- c) Politics & Administration Dichotomy Debate
- d) New Public Administration

UNIT-II: Globalization and Public Administration

- a) Challenges of Liberalization and Privatization
- b) Good Governance
- c) New Public Management

UNIT-III: Principles

- a) Hierarchy
- b) Unity of Command
- c) Span of Control
- d) Division of Work and Coordination

UNIT-IV: Principles

- a) Centralization, Decentralization and Delegation
- b) Authority, Power and Responsibility
- c) Supervision and Control
- d) Line, Staff and Auxiliary Agencies

Suggested Readings:

- Avasthi & Maheshwari (2012), Public Administration, Lakshmi Narayan Agarwal, Agra

- Arguden, Yilmaz (2011), *Keys to Governance: Strategic Leadership for Quality of Life*, Macmillan, Hampshire
- Arndt Christiane and Charles Oman (2006), *Uses and Abuses of Governance Indicators*, OECD, Paris
- Bhattacharya, Mohit (2013), *New Horizons of Public Administration: Issues, Challenges and Opportunities*, New York, MO.E. Sharpe
- Henry, Nicholas (2006), *Public Administration and Public Affairs*, Prentice Hall of India, New Delhi
- Jan-Erik Lane, (2000), *New Public Management: An Introduction*, Routledge, London.
- Ravindra Prasad, D. Prasad, V S Prasad, Satyanarayana P, and Y Pardhasaradhi, (eds.,) (2013), *Administrative Thinkers*, Sterling, New Delhi
- Donald Menzel (ed.) (2011). *The State of Public Administration; Issues, Challenges and Opportunity*, New York: M.E. Sharpe
- Frank J. Goodnow, *Politics and Administration: A study in Governance*, Transaction Publishers, New York, 2003
- O’Leary, Rosemary Et.al. (2010), *The Future of Public Administration around the World: The Minnowbrook Perspective*, George Town University Press, DC
- Martin Albrow (1970), *Bureaucracy*, MacMillan, London, 1970
- UN, Department of Economic and Social Affairs, *Development Administration; Current Approaches and Trends in Public Administration for Development*, New York, UN, 1975
- Wilson, Woodrow. "The Study of Administration," *Political Science Quarterly* 2(June 1887)
- Sahni, Pardeep. "Administrative Theory. PHI, New Delhi
- S.S. Chahar (2017), *Public Administration*, Haryana Sahitya Academy, Panchkula
- Surender Kataria, *Public Administration*, RBSA Jaipur
- Vidyut Charkerverty, *Administrative Theory*

SEMESTER-I
PA102: ADMINISTRATIVE THINKERS-I

Maximum Marks 80
Time 3 Hours

Course Objectives:

A theory, to be useful, in explaining and predicting a real world event or phenomenon. A theory of Public Administration is meant to promote understanding through definitions, concepts, and metaphors. The chronological narration of evolution of theory through classical and human relations school helps the student to grasp the electric prescription of theory in course of time. The work of the individual thinker and their struggle for the search of knowledge should be an inspiring experience for the students.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. To have broad understanding of dynamic Awareness about the evolution and growth of Public Administrative Theory.
2. An understanding about the philosophy of ethics with special reference to ethics in Various Schools Of Thought.
3. Learning of basic principles, Challenges of Administrative Structure and Principles of Public Administration.
4. To develop the skill to analyse the Organization as Social System.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT I: Evolution Of Administrative Theory

- a) History and Development of Administrative Thought
- b) Contribution of Kautilya and Woodrow Wilson

UNIT II : Various Schools Of Thought

- a) Classical school of Thought
- b) Human Relation school of Thought
- c) Bureaucratic school of Thought
- d) Behavioral school of Thought

UNIT III: Administrative Structure And Principles

- a) Henri Fayol- Foundations of Management
- b) Frederick Winslow Taylor- Scientific Management
- c) Luther Gulick and Lyndall Urwick- Science of Administration
- d) Max Weber – Bureaucracy

UNIT IV: Organization As Social System

- a) Mary Parker Follett - Constructive Conflict and Leadership
- b) Elton Mayo - Human Relations Movement
- c) Chester Barnard - Formal and Informal Organizations and Functions of Executive

Suggested Readings:

- Baker R J S (1972), Administrative Theory and Public Administration, Huthinson, London
- Barnard, Chester(1969),The Functions of Executive, Cambridge, Harvard University Press

- Donald Menzel and Harvey White (eds) (2011). *The State of Public Administration: Issues, Challenges and Opportunity*. New York: M. E. Sharpe.
- Frank Marini, (1971). *Towards a New Public Administration: The Minnowbrook Perspective*, Chandler Publications, University of Columbia.
- George H. Fredrickson (et al).(2003).*The Public Administration Theory' Primer*, Westview Press
- Golembiewski, Robert T, (1977). *Public Administration as a Developing Discipline*, Marcel Dekkar.
- Golembiewski, Robert T, *Public Administration as a Field: Four Developmental Phases*, *Politics & Policy*, Volume 2, Issue 1, pages 21-49, March 1974.
- Henry Fayol,(1957). *General and Industrial Management*. Issac Pitman, London.
- Henry Nicholas (2007), *Public Administration and Public Affairs*, Prentice Hall of India, New Delhi
- Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
- Luther Gulick & Lyndall Ljrwick (eds.)(1937), *Papers on Science of Administration*, New York Institution of Public Administration, New York.
- Lyndall Urwick & E F L Brech (1955), *The Making of Scientific Management*, Issac Pitman, London
- Lyndall Urwick (1947),*The Elements of Administration*, Issac Pitman & Sons, London Martin Albro, *Bureaucracy* (1970), MacMillan, London
- Prasad, Ravindra. D (et al) eds (2013). *Administrative Thinkers* , Sterling Publishers, New Delhi.
- Waldo, Dwight (1968),*The Study of Public Administration*, Random house, New York
- White, Jay D. and Guy B. Adams (1994), *Research in Public Administration: Reflections on theory and Practice*, Sage.
- Surender Kataria, *Public Adminstratoin*, RBSA Jaipur
- R K Sapru, *Adminitrative and Management Thinkers*
- S L Goyal, *Administrative Thinkers*

SEMESTER-I

PA103: PUBLIC PERSONNEL ADMINISTRATION IN INDIA, U.K. AND U.S.A.

Maximum Marks 80

Time 3 Hours

Course Objectives:

The term civil services covers the large number of permanent officials required to run the machinery of government. The Core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. After completion of the course students are in position to have an overview of the structure, trends and issues related to the personal administration in INDIA, UK and USA

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Conceptual clarity re. Public personnel Administration, its issues, career systems and other terms covering various aspects of personnel administration
2. Detailed understanding of the Public personnel system of the Indian personnel administration
3. Learning of basic principles, Challenges of Administrative Structure and Principles of USA Public Personnel System
4. Critical understanding of issues like UK Public Personnel System and processes and Civil Service Reforms

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks..

UNIT – I Introduction

- (a) Public Personnel Administration – Meaning Nature Scope and Importance
- (b) Recruitment – Principles, Methods Selection Process
- (c) Personnel Agencies – UPSC and State, Public Service Commission

UNIT – II – Public Personnel Administration

- (a) Training: Objectives, Nature, Dimensions, Types,
- (b) Training: Methods Techniques and Needs Assessment,
- (c) Performance Evaluation Promotion; Pay and Pay Commission;
- (d) Conduct and Discipline; Conditions of Services Superannuation.

UNIT – III – USA Public Personnel System

- (a) With special reference to classification
- (b) With special reference to Recruitment,
- (c) With special reference to Training,
- (d) With special reference to Compensation and Right of the Civil Servant

UNIT – IV – UK Public Personnel System

- (a) With special reference to classification
- (b) With special reference to Recruitment,
- (c) With special reference to Training,
- (d) With special reference to Compensation and Right of the Civil Servant

Suggested Readings:

- Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan

Page, London.

- Aswathappa K. (2013) Human Resource Management: Text and Cases, McGraw Hill, New Delhi
- Farazmand, Ali (1994), Handbook of Bureaucracy, Taylor & Francis, New York
- Flippo Edwin B., (1976), Principles of Personnel Management, McGraw-Hill
- Goel, S.L.& Rajneesh, Shalini(2003), Public Personnel Administration, Deep & Deep, New Delhi
- Government of India, Second ARC,Tenth Report on 'Refurbishing of Personnel Administration'
- Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration,Taylor & Francis, New York.
- Jain, R.B.(1994), Aspects of Personnel Administration, IIPA, New Delhi
- Maheswari Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi
- Naff , Katherine C, Norma M. Riccucci, (2014) personnel Management in Government: Politics and Process(Seventh Edition), CRC, Taylor &" Francis, New York.
- Riccucci ,Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
- Shafritzjay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
- Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
- Tead , Ordway (1920), Personnel Administration, University of California Libraries.
- C.M. Jain, H.C. Sharma and A.S. Rathod, Research Publications, 89 Tripolia Bazar, Jaipur, 2014

SEMESTER-I
PA104: INTRODUCTION TO PUBLIC POLICY

Maximum Marks 80
Time 3 Hours

Course Objectives:

The field of public policy has assumed considerable importance in response to the increasing complexity of the government activity. The advancements of technology, changes in the social organization structures, rapid growth of urbanization added to the complexities. The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future. The main objective of this foundation course is to provide an opportunity to the student to learn the basic areas of public policy on the largest gamut of its canvas.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Understanding the basic concepts such as public policy, policy analysis, public policy process and governance
2. Knowledge of different stages of the Public policy process in terms of theoretical formulation and the process
3. Necessary competence to undertake policy Implementation analysis
4. Policy Evaluation –Concept, Techniques and Policy Impact and Policy Outcomes.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) Public Policy- Meaning, Nature, Scope and Importance
- b) Evolution of Public Policy Sciences
- c) Public Policy and Public Administration

UNIT-II: Theories And Public Policy Making

- a) Perspectives of Policy Making Process
- b) Theories and Models of Public Policy Making (Group Theoretic, Elite, Incremental, Institutional, Rational, Game Theoretic and System Theoretic Model)
- c) Institutions of Policy Making Process

UNIT-III: Policy Implementation

- a) Policy Implementation- Concept
- b) Policy Implementation- Determinants Techniques
- c) Policy Implementations- Problems and issues

UNIT-IV: Policy Evaluation

- a) Policy Evaluation –Concept
- b) Policy Evaluation- Techniques
- c) Policy Impact and Policy Outcomes

Suggested Readings:

Anderson J.E. (2006) Public Policy Making: An Introduction, Boston, Houghton.

- Bardach, Eugene (1977) *The Implementation Game: What Happens After a Bill Becomes a Law*, Cambridge, MA: MIT
- 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; M.E. Sharpe.
- Brewer, Gary D., and Peter de Leon (1983), *The Foundations of Policy Analysis*, Homewood, IL: The Dorsey Press.
- Dahl, Robert and Charles Lindblom, (1976), *Politics, Economics and Welfare*, New York Harper
- Dror, Y. (1989), *Public Policy Making Re-examined*, 2nd ed., San Francisco, Chandler
- Dye Thomas (2008), *Understanding Public Policy Singapore*, Pearson Education.
- Hill Michael, (2005), *The Public Policy Process*, Harlow, UK, Pearson Education 5th Edition.
- Howlett, Michael, and M. Ramesh (1995) *Studying Public Policy, Policy Cycles and Policy Subsystems*, OUP, Toronto.
- Jones, C.O, (1970): *An Introduction to the Study of Public Policy*, Belmont, Prentice Hall.
- Learner, 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*, 3es ed. New Jersey., Prentice Hall.
- McCool Daniel C. (ed.) (1995) *Public Policy Theories, Models, and Concepts: An Anthology*, NJ; Prentice Hall.
- Moran Mitchel and Robert Goodin, (2006), *The Oxford Handbook of Public Policy*, Oxford University Press, New York.
- Nachmias, David, (1979), *Public Policy Evaluation: Approaches and Methods*, New York: St. Martin's Press.
- Jay M. Shafritz (ed.) (1998), *International Encyclopedia of Public policy and Administration*, Westview Press.

SEMESTER - I
PA 105(i): ADMINISTRATIVE LAW

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This paper familiarize the students of Public Administration about the concept and growth of Administrative Law in India by covering major areas in this field like delegated legislation, tribunals, ombudsman, etc.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Developing an understanding of Administrative Law- Scope & Importance, Legal Basis of Modern State, Doctrine of Separation of Powers; Principles of Checks and Balances, and Principles of National Justice
2. To acquire comprehensive knowledge of Basic Administrative Control i.e Delegated Legislation, Doctrine of Ultra Virus, Droit Administration and Principles and Natural Justice.
3. To understanding the changing nature of Administrative Tribunal: Reason for Growth, Procedure, Types of Administrative Tribunals and Administrative Authorities.
4. Grasping the genesis, growth and concept of Administrative Appellate Authority: Central Administrative Tribunals, Income Tax Appellate – Tribunals, Regulatory and Insurance Regulatory And Development Authority (IRDA)

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT – I Introduction

- (a) Administrative Law- Meaning, Nature, Scope & Importance
- (b) Legal Basis of Modern State, Government and Administration;
- (c) Constitutional Concepts in Relation to Administrative Law: Rule of Law (U.K.), Doctrine of Separation of Powers; Principles of Checks and Balances, and Principles of National Justice.

UNIT – II Administrative Control

- (a) Delegated Legislation- Meaning, Need, Scope, Importance and Control
- (b) Doctrine of Ultra Virus
- (c) Droit Administration
- (d) Judicial Control of Administration Power
- (e) Rights Remedies writs and Principles and Natural Justice.

UNIT – III Administrative Tribunals

- (a) Administrative Tribunal: Reason for Growth, General Structure and Procedure
- (b) Types of Administrative Tribunals
- (c) Administrative Authorities and Tribunals: Railway Rates Tribunals, Income Tax Appellate Tribunals, Haryana Administrative Tribunal for Disciplinary Proceedings.

UNIT – IV Administrative Appellate Authority

- (a) Central Administrative Tribunals, Composition, Functions, and Powers
- (B) Income Tax Appellate – Tribunals
- (C) Regulatory Authority – Telecom Regulatory Authority of India (TRAI)
Insurance Regulatory And Development Authority (IRDA)

Suggested Readings:

1. Jai Jai Ram Uppadhyaya, Administrative Law, Central Law Agency 30-D/1, Moti Lal Nehru Road, Allahabad-2 (U.P.) 2015.
2. M .P. Jain & S. N. Jain, Principles of Administrative Law, (6th edition), Published by Wadhwa Book Company, Delhi Law House, New Delhi 2013,
3. M.A. F, Judicial Control of Administrative Action in India, Oxford Clarendon Press, London ,(1969).
4. Genevra Richardson and Hazel Genn , Administrative law and government action : the courts and alternative mechanisms of review, Oxford (England): Clarendon Press, 1994.
5. D. G.T. Williams, Administrative Law in England: The Emergence of a New Remedy, Wolfson College, Oxford Clarendon Press, London ,(1969).
6. J.A.G. Griffith, Principles of Administrative Law (4th Ed.), Published by Pitman Publishing Lincoln, United Kingdom, 1973
7. A. P. Hassumani: Some Problems of Administrative Law in India, Published by Asia Publishing House, Mumbai, India, 1984.
8. Christopher Forsyth, Mark Elliott, Swati Jhaveri, *Effective Judicial Review: A Cornerstone of Good Governance* (Oxford University Press, 2010).
9. Christopher N. May and Allan Ides, Constitutional Law: National Power and Federalism (3rd Edition, Aspen Publishers, 2004).
10. Elizabeth Giussani, Constitutional and Administrative Law (Sweet and Maxwell, 2008).
11. Mahendra P. Singh, Comparative Constitutional Law (Eastern Book Company, 1989).
12. Neal Devins and Louis Fisher, The Democratic Constitution (Oxford University Press, 2010).
13. Sudhir Krishna Swamy, Democracy and constitutionalism in India – A study of the Basic Structure Doctrine (Oxford University Press, 2009).
14. Vikram David Amar, Mark Tushnet, Global Perspectives on Constitutional Law (Oxford University Press, 2009).
15. Bharati on Constitutional Status of Fundamental Rights”, Vol. 26 (2) South Asian Studies 299-309 (July-December 2011).
16. Anne Smith, “Internationalization and Constitutional Borrowing in Drafting Bills of Rights” 60(4) International and Comparative Law Quarterly 867-894 (2011October).
14. Daryl Levinson and Richard H. Pildes “Separation of Parties, Not Powers” 119(8) Harvard Law Review. 2311-2386 (2006).
15. Daryl Levinson and Richard H. Pildes, “Separation of Parties, Not Powers” 119(8) Harvard Law Review 2311-2386 (2006).
16. David Annoussamy, “Who Governs India?” 14 (4) South Asia Politics 18-21 (August 2011).
17. David King, “Formalizing Local Constitutional Standards of Review and the Implications for Federalism” 97 (7) Virginia Law Review 1685-1726 (November 2011).
18. David Staruss, “Do we Have a Living Constitution” 59 (4) Drake Law Review 973-984 (2011 Summer)
19. Devi Prasad Singh, “Sovereignty, Judicial Review and Separation of Power”, 7(5) Supreme Court Cases J-13 (September 2012)
20. G.N. Ray, “Mass Media and Parliamentary Democracy” 31 (2) Press Council of India Review 1-10 (April 2010).

SEMESTER-I
PA105 (ii): GOVERNANCE & ETHICS

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Ethics is a set of standards that a society place on itself and which helps guide behaviour, choices and actions. In the real world, both values and institutions matter. Values are needed to serve as guiding stars, and they exist in abundance in our society. A sense of right and wrong is intrinsic to our culture and civilization. In this backdrop this course examines ethics as an instrument of governance. The major part of the course outlines the key concepts and debates associated with the ethics and governance and also cover the contemporary trends.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. To have broad understanding of dynamic nature of Governance, Issues and Controversies, Reinventing Government, Institutions: The State, Market and Public domain.
2. To identify the concepts of Governance and Ethical Foundation, Codes and Norms, Legal Framework for Fighting Corruption and Family, Society, Education and Ethics.
3. To develop the skills to analyze the Institutional Framework for Prevention of Corruption, National Green Tribunal and Water Tribuna.
4. Detailed understanding of the Ethical Trends, Social Initiatives, and Women Protection Act.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Governance

- a) Definitions, Issues and Controversies
- b) Reinventing Government
- c) Governance as Government
- d) Institutions: The State, Market and Public domain

UNIT-II: Governance And Ethics

- a) Ethical Foundation of Governance
- b) Codes and Norms of Ethics in India: Politics and other Public Servants
- c) Legal Framework for Fighting Corruption
- d) Family, Society, Education and Ethics

UNIT-III: Institutional Framework

- a) Institutional Framework for Prevention of Corruption
- b) National Green Tribunal
- c) National Water Tribunal

UNIT-IV: Ethical Trends

- a) Social Initiatives
- b) Local Body Ombudsman
- c) Women Protection: Criminal Law (Amendment) Act 2013

Suggested Readings:

- Bell, S. and Hindmoor, A. (2009) Rethinking Governance: The Centrality of the State in Modern Society, Cambridge: Cambridge University Press

- Barnwal S.P. (1993) *Ethics in Work in India- Tradition in relation to Man and Society*, IIPA: New Delhi
- Bentham, Jeremy (1948) *Introduction to Principles of Morals and Legislation*, New York
- Bevir, Mark (2009) *Key Concepts in Governance*, Sage, London
- Bevir Mark ed. (2010) *The Sage Handbook of Governance*, Thousand Oaks, CA: Sage Publications
- Chapman, Richard Ed. (2000) *Ethics in Public Service for the New Millennium*, Aldershot: Ashgate
- Fredrickson, H. G. and Ghere R.K. Eds. (1999) *Ethics in Public Management*, New York: ME Sharp
- Government of India (2007) *Ethics in Governance, Fourth Report, Second Administrative Reforms*, Ministry of Personnel, Public Grievances & Pensions, New Delhi: Department of Administrative Reforms and Public Grievances
- Kjaer, A. (2004) *Governance*, Cambridge, UK: Polity Press
- Kooiman, Jan ed. (1993) *Modern Governance: New Government- Society Interactions*, London: Sage
- Peters, B. Guy and John Pierre (1998) "Governance without Government: Rethinking Public Administration" *Journal of Public Administration Research and Theory* 8(2): 223-43

SEMESTER-I
PA105 (iii): DISASTER MANAGEMENT

Maximum Marks 80
TIME 3 Hours

Course Objectives:

India is amongst the nation most vulnerable to natural hazard. The unique sub-continental dimensions, geo graphical position and the behavior of monsoon make India among the most hazard prone countries in the world. It is highly vulnerable to droughts, floods, cyclones and earth quakes besides landslides, avalanches and bush fires which occur in Himalayan region. The main objective of the course is to make students understand the social, economic and health consequences of varying magnitudes of Disaster and make them aware about increasing dangers to the national environment posed by natural hazards and their effect on economic development of nation.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. The students will acquire an understanding about disaster and its various aspects.
2. Students will acquire knowledge how to manage the disaster in India.
3. They will get knowledge regarding the Disaster Management in Mountainous Regions, Disaster Management in Riverine Regions, and Disaster Management in Coastal Regions.
4. They will well verse with the role and responsibilities of disaster manager and will become eligible to discharge this role.
5. The students will acquire knowledge about the social, economic and psychological effects of Disaster on Society and methods of mitigating them.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

Unit-I: Conceptual constructs

- (a) Disaster – concept and dimensions.
- (b) Natural Disasters – Earthquakes, Volcanic Eruptions, Floods, Cyclones Climate Change.
- (c) Man-made Disasters – Anthropogenic , Soil Degradation, Desertification and Deforestation

Unit-II: Disaster Management in India

- (a) Organizational Framework for Disaster Administration in India at the Union, State and Local levels (including Nodal Agency, National Disaster Management Authority, State Authority) as per the Disaster Management Act, 2005.
- (b) National Policy on Disaster Management, 2009.
- (c) Disaster Profile of India – Mega Disasters of India and Lessons Learnt.
- (d) Case Studies: Tsunami 2005 and Kedarnath Floods 2013

Unit III: Application of Science and Technology for Disaster Management

- (a) Role of Geo- informatics/ Information and Communication Technology Systems in Disaster Management (Remote Sensing, GIS and GPS).
- (b) Disaster Communication System (Early Warning and its Dissemination).
- (c) Land Use Planning and Development Regulation

Unit IV: Disaster Risk Reduction

- (a) Sustainable Development.
- (b) Inter-state and International Cooperation for Disaster Management.
- (c) Role of NGOs and Army in Disaster Management and Disaster Management Training

Suggested Readings:

- Asian Development Bank (1991) Disaster Mitigation in Asia and the Pacific. ADB: Manila
- Dhawan, Nidhi Gauba and Khan, Ambrina Sardar (2012) Disaster Management and Preparedness. CBS Publications: New Delhi
- Govt. of India/UNDP(2002-07)Disaster Risk Management Programme (2002-07): CommUnity Based Disaster Preparedness and Risk Reduction through Participation of Committees and Local Self Governments. Available at: www.ndmindia.nic.in/EQProjects/goiundp2.0.pdf
- Kumar, Rajesh (2018) E-Governance and Disaster Management. GenNext Publications: New Delhi
- Monappa, K C (2004) Disaster Preparedness. Akshay Public Agencies: New Delhi
- Narayan, B (2009) Disaster Management. APH Publishing Corporation: New Delhi
- Nayak, Shailesh abd Siri Zlatanova (Eds.) (2008) Remote Sensing and GIS Technologies for Monitoring and Prediction of Disasters. Springer: Berlin
- Palanivel, K; Saravanavel, J; and Gunasekaran, S (2015) Disaster Management. Allied Publishers: New Delhi
- Pine, John (2018) Technology and Emergency Management (2ndEdition).Wiley: Hoboken
- Prince, T Y (1994) Environmental NGOs in World Politics. Routledge: London
- Sahni,P ; Ariyabandu, Mand Malagoda, M(2003) Disaster Risk Reduction in South Asia. Prentice Hall: NewDelhi
- Satendra, and Sharma,V K(2004) Sustainable Rural Development for Disaster Management. Concept Publishing Company: New Delhi
- Sharma, Vinod K (2013) Disaster Management (2nd Edition). Medtech: New Delhi
- Shaw, Rajab and Yukhihiko, Oikawa (Eds.) (2014) Education for Sustainable Development and Disaster Risk Reduction. Spinger: Japan
- Subramanian, R (2018) Disaster Management (1st Edition). Vikas Publishing House: New Delhi
- Pandey, Rajender Kumar (2020), Disaster Management in India, Sage, New Delhi.

SEMESTER-II

PA201: ADMINISTRATIVE THINKERS-II

Mamimum Marks 80
TIME 3 Hours

Course Objectives:

This course is an extension of the first semester course to discuss the behaviouralism, organizational humanism, and to make the student of Public Administration aware of the behaviour of human beings in an organization, After completion of this course, students are in a position to comprehend the basic tenets and development of administrative theory.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. An understanding about the philosophy of ethics with special Administrative Ecology and Behaviourism : Structural – Functional Approach, Theory of Prismatic Society and Development Models.
2. Understanding the basic concepts such as Motivational Concept Theories – I and II.
3. Knowledge of different Organizational Behaviour: Rationale, Change: Concept Process, Resistance to Change and Rationale.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT I: Administrative Ecology and Behaviourism

- a) Ecology of Public Administration
- b) Structural – Functional Approach
- c) Theory of Prismatic Society
- d) Development Models
- e) Herbert Simon. Behaviouralism and Decision Making

Unit II: People in Organization: Motivational Concept Theories – I

- a) Abraham Maslow: Needs Hierarchy
- b) Victor Vroom: Expectancy Theory of Motivation
- c) Douglas McGregor: Theory X and Theory Y

UNIT III: People in Organization: Motivational Concept Theories - II

- a) Frederick Herzberg: Hygiene and Motivation Factors
- b) Chris Argyris: Integrating the Individual and the Organization
- c) Rensis Likert: Systems Management

UNIT IV: Organizational Behaviour:

- a) Organizational Behaviour: Concept and Rationale
- b) Organizational Change: Concept Process, Resistance to Change
- c) Organizational Effectiveness: Concept and Approaches
- d) Organizational Development: Concept and Rationale

Suggested Readings:

- Argyris, Chris (1957), Personality and Organization, Harper, New York
- Donald Menzel et.al (eds) (2011). The State of Public Administration: Issues, Challenges and Opportunity. M. E. Sharpe.

- Drucker, Peter (2012), Management Challenges for the 21st Century, Harper business. Fox, Richard C (2005), Critical Social Theory in Public Administration, PHI, New Delhi George Frederickson (2008),The Public Administration Primer,Westview Press.
- Herbert A. Simon (1965), Administrative Behavior: A Study of Decision-making Process in Administrative Organizations, Free Press, New York.
- JanetV. Denhardt and Robert B. Denhard (2007),The New Public Service, Serving, Not Steering, M.E.Sharpe, New York
- Likert, Rensis (1976), New Patterns of Management, McGraw-Hill, New York
- Luthans, Fred, (2005) Organizational Behaviour, McGraw- Hill, New York
- Maslow, Abraham (1954), Motivation and Personality, Harper & Row. NY
- McGregor, Douglas(1960),The Human Side of Enterprise, McGraw- Hill, New York
- Miller, H and Fox.CJ (2007), Post Modern Public Administration, ME Sharp, New York
- Ostrom, Elinor (2003), Governing the Commons-The Evolution of Institutions for collective Action, Cambridge
- Ostrom,Vincent (1973) The Intellectual Crisis in American Public Administration. University of Alabama Press: Alabama.
- Prasad, Ravindra D (et al) eds. Administrative Thinkers (2013), Sterling Publishers, New Delhi
- Vroom, Victor H (1964),Work Motivation, John Wiely and Sons, New York
- Waldo, Dwight (1968),The Study of Public Administration, Random house, New York
- Warren Bemis (2005), Reinventing Leadership: Strategies to Empower the Organization, HarperBusiness, NY
- Warren Bennis, (1993), Beyond Bureaucracy: Development and Evolution of Human Organization, John Wiley & Sons,NY
- Curtis Cook, Phillip Hunsaker, Roberty Coffey Management and Organisational Behaviour (New York: McGraw Hill, 2001)
- Geert Hofstede and Bob Garratt Cultures and Organisations: Inter Cultural Cooperation and its Importance for Survival (New York: Profile Books, 2003)
- Keith Davis, John W. Newstrom et al Organisation Behaviour: Human Behaviour at Work (New York: McGraw Hill, 13th ed., 2010)
- Ken Blanchard and Hersey Blanchard Management of Organisational Behaviour (Washington: Pearson Higher Education, 9th edition, 2009)
- Mirza S. Saiyadain Organisational Behaviour (New Delhi : Tata McGraw Hill, 2nd ed., 2006)
- Nigel Nicholson Encyclopaedic Dictionary of OB (London: Blackwell Publishers,1998)
- Stephen P. Robbins, Seema Sanghi, Timothy Judge Organisational Behaviour: Concepts, Controversies and Applications (New Delhi: Pearson, 13th edition, 2009)
- Steven Mcshane and Mary von Glinow Organisation Behaviour (New York: McGraw Hill, 5th ed., 2009)

SEMESTER - II
PA202- PUBLIC FINANCIAL ADMINISTRATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This course provides an overview of activities and policies involved in the collection, custody and expenditure of public revenue at various levels of government. After completion of course student will be able to grasp the knowledge of basic principal of public finance, accounting, auditing and that relates to public budgeting and budgetary process.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge of various aspects of Public Financial Administration in general and in the Indian context in particular
2. Understanding Public budgeting, Public financial institutions and financial resource mobilization strategies in the Indian context
3. Comprehending the system and dynamics of Indian fiscal federalism
4. Deep understanding of the role of Comptroller and Auditor General Reserve Bank of India in a public financial administration.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT – I: Introduction

- a) Meaning , Significance, Scope, Agencies and Principles of Public Financial Administration
- b) Tax Administration : Principles, Types and Method of Taxation,
- c) Tax Avoidance, and Evasion: Issues and Challenges
- d) Evaluation of the Indian Tax System

UNIT – II Budgeting And Governance

- a) Budget: Meaning , Evolution and Principles
- b) Budget Preparation, Authorization and Execution with special reference to India.
- c) Budget as Instrument of Management
- d) Types of Budget: Zero Based Budget, Gender Budget, Green Budget and Sunset Budget
- e) Centre state Financial Relations

UNIT – III Financial Management

- a) Financial Institution: IFCI, IDBI, SFC
- b) Working Capital: Concept, Component, Importance and Factors
- c) Indian Money Market: Composition, Features and Reforms.
- d) Fiscal Policy: Objectives, Instruments, Techniques and Limitations.
- e) Monetary Policy: Objectives, Principals, International Monetary Policy

UNIT-IV Control Over Finance

- a) Ministry of Financing as an Agency of Expenditure Control
- b) Financial Committee: PAC, EC, COPU
- c) Controller and Auditor General of India (CAGI)
- d) Reserve Bank of India: Organisation, Function, Credit Control, Monetary Policy of RBI

Suggested Readings:

- Carlos , Santiso(2009) the political economy of government auditing, Taylor and Francis

- Sanjev Kumar Mahajan and Anupama Puri Mahajan, Financial Administration in India, PHI Learning Private Limited.. Delhi 2014.
- Manjusha Sharma & O.P. Bohra, Financial Administration in India, Kitab Publication, Delhi, 2015
- Chen Greg g et. Al (eds) (2008), budget tools: financial methods in the public sector, CQ press.
- Government of India, second administrative reforms commission, fourteenth report, strengthening financial management, systems, April 2009.
- L.kjha (1986), Economic Administration in India - Retrospect s and Prospect, New Delhi: IIPA
lee Robert d. Jr., et al (eds) (2007), public budgeting systems, jones & Bartlett learning. Mahajan Sanjeev Kumar And Anupama Puri Mahajan (2014), financial administration in India, phi Learning, Delhi
- Mikesedjohn (2010), fisCal Administration, Cengage Learning.
- Pritchard W (2010) Taxation and State Building: Towards a Governance Focused Tax REFORM AGENDA. IDS WORKING PAPER
- R.K. Lekhi and Joginder Singh(2013), Public Finance, Kalyani Publishers, New Delhi.
- Rabin Jack, W Bartley Hildreth, Gerald J. Miller (2006) Handbook of Public Financial Management, Taylor & Francis Group.
- Sharma M.K. (2006), Financial Administration, Anmol Publications, New Delhi.
- Steppan J. Beiley (1995), public Sector Economics: Theory, Policy and Practice, London Wang Xiaohu (2010), financial management in the public Sector: Tools, Applications, and Cases, M. E. Sharpe.
- World bank (2007) Strengthening World Bank Group Engagement on Governance and Anticorruption. Washington DC
- S.L. Goyal (2002), Financial Administration in India, Deep & Deep Publication, New Delhi

SEMESTER - II
PA203: SOCIAL WELFARE ADMINISTRATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

The modern welfare state has been striving for the betterment of human life for all. The concept of Equality, Equity and Inclusiveness has reinforced this demand. Hence, the Social Welfare and its delivery from state Agencies has become almost mandatory in all democracies of the world. So the course on Social welfare is an integral part for the students of Master in Public Administration.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. 1. Knowledge about the evolution and growth of the idea and concept of Social Welfare Administration: Principles, Methods, Social Control, Security and Social Justice.
2. Understanding about the institutions, tools and mechanism for ensuring Social Welfare Administration in India
3. Evaluation and conceptual knowledge of Social Welfare in India: Constitutional Provisions for welfare
4. Facing the challenges in establishing citizens oriented governance i.e. Bureaucracy and Social Welfare Administration.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT– I Introduction

- (a) Social Welfare Administration: Meaning, Nature, Scope and Principles
- (b) Methods of Social Administration: Community- Organisation, Scope, Principles & Task of Social Welfare Administration;
- (c) Social Control: Meaning, Need, & Purpose
- (d) Social Security and Social Development and Social Justice

UNIT– II Social Welfare Administration

- (a) Social Welfare Administration in India: Center, State and Local Level
- (b) Ministry of Women and Child Development, Social Justice and Empowerment
- (c) Central Social Welfare Board – Composition, Functions and Status;
- (d) Directorate of Social Welfare Organisation & Functions
- (e) Social Welfare Department with special reference to Haryana State.

UNIT– III Evaluation Of Social Welfare In India

- (a) Social Welfare in India: Constitutional Provisions for welfare of SCs/STs & other Backward Classes;
- (b) National Commission for SCs and STs – Programmes for the Development of SCs & STs and Women;
- (c) Social Legislation in India: Organisation, Nature, Types & various of the way of social legislation.

UNIT– IV Bureaucracy And Social Welfare Administration

- (a) Creation of Special Cadre for Social Welfare Personnel; their Training needs and conditions of service

- (b) Social Legislations in India: Marriage Act, Divorce Acts, The sexual Harassment of Women at Workplaces
- (c) Protection of Women from Domestic Violence Act – 2005
- (d) Social Planning and Five Year Plans.

Suggested Readings:

- Surendra Kataria, Social Administration (Hindi), RBSA Publishers, SMS High Way, Jaipur, 2002.
- C.P. Barthwal (Ed.), Social Justice in India, Bharat Book Centre, 17, Ashok Marg, Lucknow, 1998.
- Davis C. March: An Introduction to Social Administration, Routledge and Kegan Paul, London, 1965.
- P.D.Kulkarni: Centre Social Welfare Board, New Delhi: Asia Publishing House, 1961.
- V. Jaganadhan: Social Welfare Organisation, New Delhi, IIPA 1966.
- D.K.Mishra: social Administration (Hindi) Jaipur: College Book Depot, Tripolia Bazar, 1990.
- D. Paul Chowdhry: Social Welfare Administration, New Delhi, Atma Ram & Sons, 1979.
- S.L.Goel and R.K.Jain: Social Welfare Administration, vol. I, New Delhi: Deep & Deep, 1988.
- T.N.Chaturvedi and S.K. Chandra: Social Administration Development and Change, New Delhi, IIPA 1980.
- D.P. Chowdhry: Social Welfare Administration, Atma Ram & Sons, Delhi 1992.
- Surender Kataria, Public Administration, RBSA Jaipur
- S.L. Goyal (2002), Financial Administration in India, Deep & Deep Publication, New Delhi

SEMESTER-II
PA204: RESEARCH METHODOLOGY

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Research in common parlance refers to the search for knowledge. We can define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. Research Methods for Social Science explains different research methods used today for conducting research in particular with public administration, governance and public policy. This course is intended as a sound introduction to study the research methods with an objective of understanding the difference between qualitative and quantitative research and able to use appropriate tools and techniques for problem solving.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Development of an intellectual understanding of the fundamental knowledge of research methodology.
2. Comprehend the research process in an appropriate manner
3. Inculcation of the necessary skills to use research tools to undertake research study
4. Competence to evaluate governmental policy or programme/projects on the basis of primary and secondary data
5. Ability to understand the issues and challenges of research in Public Administration

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) Social Science Research: Conceptual Dimensions
- b) Types of Social Science Research
- c) Research Process

UNIT-II: Tools and Methods

- a) Identification and Formulation of Research Questions and Hypotheses
- b) Research Designs: Qualitative and Quantitative
- c) Sampling Methods and Techniques

UNIT-III: Methods And Techniques Of Data Collection & Its Organization

- a) Methods of Data Collection: Documents
- b) Observation Method
- c) Questionnaire and Interview methods
- d) Case Study Method
- e) Coding, Tabulation and Scaling Techniques

UNIT-IV: Data Analysis Research Writing

- a) Statistical Methods: Meaning, Significance and Basic Techniques like Central tendencies and Measures of Dispersion
- b) SPSS Based Statistical Analysis
- c) Writing a Research Paper / Research Report: Contents and Guidelines
- d) Writing Notes and References
- e) Research Ethics in Public Administration

Suggested Readings:

- Bajpai, S.R.: Methods of Social Survey & Research (Hindi & English), Kanpur, Kitab Mahal.
- Brent Edward E., Jr. Ronal E. Anderson (1990), Computer Applications in the Social Sciences, McGraw Hill
- Bryman, Alan (2004), Social Research Methods, Delhi: Oxford University Press
- Burton, Dawn (Eds.) (2000) Research Training for Social Scientists, Sage Publications, New Delhi
- Gerber Eller (2013), Public Administration Research Methods – Tools for Evaluation and Evidence based practices, Rutledge, New York.
- Galtung, John(1967) Theory & Methods of Social Research, New Delhi, Colombia University Press
- Goode William J. and Paul K. Hatt (2006), Methods in Social Research, McGraw Hill Book Company, USA
- Gupta S.P. (2011), Statistical Methods, Sultan Chand & Sons, New Delhi
- Kothari, C.R., and Gaurav Garg (2014), Research Methodology – Methods and Techniques, New Age, New Delhi
- Locke, L.E., et.al (2007) Proposal that Work: A Guide for Planning Dissertations and Grant Proposals, New Delhi: Sage.
- Loseke, Donileen R. (2013), Methodological Thinking, New Delhi: Sage
- McNabb David E (2013). Research Methods in Public Administration and Nonprofit Management Quantitative and Qualitative Approaches, M. E. Sharpe
- Trivedi, R.N. and Shukla O.P.: Research Methodology, Jaipur Research Publication (Hindi).
- Miller Gerald J., Kaifeng Yang (2007) Handbook of Research Methods in Public Administration, CRC Press.
- Pearsons, C.J.(1973) Thesis & Project Work, A Guide to Research & Thesis Writing, London; Allen & Unwin
- White Jay (Eds.) (1994), Research in Public Administration: Reflection on Theory and Practice, Sage, London.
- Young, Pauline V. (1970) Scientific Social Survey & Research, New Delhi, Printice Hall of India

SEMESTER-II
PA205: PUBLIC POLICY: CONCEPTS AND MODELS

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Public policy making is not merely a technical function of government; rather it is a complex interactive process influenced by the diverse nature of socio-political and other environmental forces. Public policies in the developing countries possess certain peculiarities of their own by virtue of being influenced by an unstable socio-political environment, and face various problems and challenges. This course outline of concepts and models provide useful guidance and helps the students to undertake a comprehensive investigation for the suitable models to analyze our policy making process.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Understanding the basic concepts such as public policy, policy analysis, public policy process and governance
2. Knowledge of different stages of the Public policy process in terms of theoretical formulation and the process
3. Necessary competence to undertake policy analysis and different Models.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Concepts

- a) Public Policy
- b) Institutionalism
- c) Policy as a Political Activity
- d) Public Choice
- e) Strategic Planning

UNIT-II: Models-I

- a) Vilfredo Pareto: Optimality and Improvements
- b) John Rawls: A Theory of Justice
- c) Almond Gabriel: Interest Aggregation and Articulation

UNIT-III: Models-II

- a) Harold Lasswell: Policy Sciences
- b) Yehezkel Dror: Mega Policy and Meta Policy
- c) Charles Lindblom: Incrementalism

UNIT-IV: Models-III

- a) William Niskanen: Budget Maximizing Model
- b) Elinor Ostrom: Institutional Rational Choice
- c) Amartya Sen: Development as Freedom

Suggested Readings:

- Anderson J.E., (2006) Public Policy Making: An Introduction, Boston, Houghton
- Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, New York: University of Pittsburgh Press.

- Bardach, Eugene (1977), *The implementation Game: What Happens After a Bill Becomes a Law*, Cambridge, MA: MIT.
- Barker, Antony and B. Guy Peters (eds.) (1993), *The Politics of Experts Advice: Creating, Using and Manipulating Scientific Knowledge for Public Policy*, Ithica, NY: University of Pittsburg Press.
- Brazelay Michael 1992, *Breaking Through Bureaucracy: A New Version for Managing in Government*, UCP.
- Bergerson pepter (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, M E Sharpe
- Dror Y (1989) *public policy making re-examined*, 2nd edition , san francisco, chandler.
- Fischer Frank (1995), *Evaluating public policy*, Singapore, pearson.
- Hill Michael (2005) *The Public Policy Process*, Harlow UK: Pearson.
- John M. Shafritz (1998) *International Encyclopedia of public policy and administration*, westview press.
- John peters (2012) *Analyzing Public Policy*, 2nd Edition, Routledge, Taylor And Francis Group, London.
- Lasswell Harold (1971) *A preview of Public policy sciences*, New York, Elsevier
- Lerner D. and H. D. Lassell (1951) *The Policy sciences*, Stanford, Stanford University Press
- Kindblom C E and E J Woodhouse (993|) *The Policy Making Process*, New Jersey, Prentice Hall.
- McCool Daniel C (1995) *Public Policy Theories, Models And Concepts: An Anthology*, NJ: Prentice Hall.

SEMESTER II
PA206: INDIAN CONSTITUTION, SOCIAL JUSTICE AND ADMINISTRATION
(OPTIONAL ELECTIVE PAPER)

Maximum Marks : 80
TIME 3 Hours

Course Objectives:

The constitution of India defines the basic objectives and functioning of the government. It has provisions for bringing about social change and defining the relationship between individual citizen and the state. It lays out certain ideals that form the basis of the kind of country that we as a citizens aspire to live in. An in-depth analysis of various basic areas of constitution is the main objective of this inter disciplinary course. This helps the students to strengthen their understanding of Indian constitution and functioning of government.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the evolution and growth of constitutional framework on which Indian Administration is based.
2. Acquiring the theoretical knowledge and understanding of the Centre – State Relations and Local Self Government with special reference to Decentralization Experiments in India
3. Understanding about the State Government and Social Welfare Administration Programmes, functions, and resources of State Government
4. Awareness about the institutions and mechanism Accountability & Control Legislative, Executive, Judicial Control and Right to Information Act

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT - I : Indian Constitution:

- a) Nature of the Constitution salient features – Preamble
- b) Fundamental Rights, Directive Principles – Fundamental Duties
- c) Amendments of the Constitution: Procedure for Amendment – Emergency Provisions

UNIT - II: Centre – State Relations and Local Self Government

- a) Distinctive features of Indian Federation
- b) Legislative, Administrative and Financial relations between the Union and the States
- c) Decentralization Experiments in India – 73rd and 74th Amendments and their implementation

UNIT - III: State Government and Social Welfare Administration

- a) Governor, Chief Minister and Council of Ministers
- b) Changing Nature of District Administration and the role of District Collector
- c) Reservations for SC,ST and Backward classes

UNIT IV: Accountability & Control

- a) Legislative and Executive Control
- b) Judicial Control and Judicial Review
- c) Right to Information Act
- d) National SC and ST Commission; Women's Commission

Suggested Readings:

- Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.

- Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
- Fadia and Fadia, Indian Administration (2002), Sahitya Bhavan Publications, Agra.
- Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
- Maheshwari, S.R. (2001) Indian Administration, Orient Blackswan, Hyderabad
- Pylee, M.V. (2009), An Introduction to the Constitution of India, Vikas, New Delhi.
- Ramesh K. Arora and Rajni Goyal (2000), India Public Administration, Vishwa Parkashan, New Delhi.
- Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
- Subhash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
- The Constitution of India, Government of India, 2009.
- Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

SEMESTER-III
PA301: PUBLIC ADMINISTRATION IN INDIA

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This paper attempts to familiarize the students of Public Administration with the basic features of Indian Constitution, particularly those having relevance for the administrative set up in India. It also covers the administrative set up and structure at central level in addition to critical areas like centre-state relations, Ayoge, National Commission for SC, ST OBC etc. and Niti Ayoge.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the evolution and growth of Indian Administration
2. Grasping the role of Union Executive
3. Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general
4. Delineating the constitutional provisions and dynamics of union -state relationships
5. Awareness about the institutions and mechanism in force for citizen-state interface.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Historical Background And Constitutional Context

- a) Evolution
- b) Constitutional Context: Parliament, Executive and Judiciary- Structures, functions and work processes
- c) Salient Features

UNIT-II: Union Executive

- a) President
- b) Prime Minister and Council of Ministers –Cabinet and Cabinet Committees
- c) Cabinet Secretariat & Prime Minister Office
- d) Central Secretariat
- e) Ministry of Home Affairs

UNIT-III: System Of Government

- a) Federal and Unitary Features in constitutional context
- b) Union-States Relations and Trends in Centre-State Relations
- c) Union Government and Law Order Administration-National Police Commission, Central Police and Paramilitary Forces including NIA
- d) Inter-States Relations- Issues and Resolution Mechanism

UNIT-IV: Constitutional, Statutory And Non-Statutory Authorities

- a) Election Commission of India
- b) National Human Rights Commission
- c) National Commissions for- Scheduled Castes, Scheduled Tribes, Backward Classes, Minorities, Women and Children
- d) Niti Ayog and National Development Council

Suggested Readings:

- Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi

- Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra
- Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi
- Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas
- Bhaskar Rao, V.Venkateshwarulu,B.(eds.) (1987) Parliamentary Democracy in India: Trends and Issues, Delhi: Mittal Publications
- Chatterjee, Sibranjan (1997) Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates: Calcutta
- Government of India (2005) Second Administrative Reform Commission Reports (1-15), Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi
- Granville, Austin (1999) The Indian Constitution-Cornerstone of Nation, OUP: New Delhi
- Jain R.B.(1976) Contemporary Issues in Indian Administration, Delhi: Vishal
- Kashyap, Subash C. (2010) Indian Constitution: Conflicts and Controversies, Vitasta
- Maheshwari, S.R.(2004) Indian Administration, Orient Blackswan : Delhi
- Sarkar, Jadunath (2009) The Mughal Administration, Six Lectures BiblioLife
- Singh, Hoshiar & Singh, Mohinder (1990) Public Administration in India: Theory & Practice, New Delhi: Sterling

SEMESTER-III
PA302: ADMINISTRATIVE THEORIES

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This paper will familiarize the students with the basic concepts of Public Administration in developed and developing countries. In addition, the course will also cover new areas and new developments in the field of Public Administration particularly Good Governance, New Public Administration, etc. The paper will also cover various theories of organization.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Awareness about the evolution and growth of the Organization Theories: System and contingency, Ministries and Departments, Boards, Commissions, Corporations and Companies
2. Understanding the basic concepts such as Administrative Behaviour.
3. Learning of basic principles and approaches of Public Administration i.e. Concepts, Process and Techniques
4. Theoretical clarity of basic concepts and dynamics Public Accountability, Legislative, Executive, Judicial Control relating to Public organizations.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Organisation Theories, Structure And Forms

- a) Organization Theories: System and contingency
- b) Ministries and Departments
- c) Boards and Commissions
- d) Corporations and Companies

UNIT-II: Administrative Behaviour

- a) Chief Executive
- b) Headquarters and Field Relationships
- c) Leadership Theories –Traditional and Modern
- d) Morale and Motivation Theories-Contents and Process

UNIT-III: Concepts, Process And Techniques

- a) Communication
- b) Decision Making
- c) Public Relations

UNIT-IV: Public Accountability And Control

- a) Public Accountability
- b) Legislative Control
- c) Executive Control
- d) Judicial Control

Suggested Readings:

- Avasthi & Maheshwari (2012), Public Administration, Lakshmi Narayan Agarwal, Agra
- Arguden, Yilmaz (2011), Keys to Governance: Strategic Leadership for Quality of Life, Macmillan, Hampshire

- Arndt Christiane and Charles Oman (2006), *Uses and Abuses of Governance Indicators*, OECD, Paris
- Bhattacharya, Mohit (2013), *New Horizons of Public Administration: Issues, Challenges and Opportunities*, New York, MO.E. Sharpe
- Henry, Nicholas (2006), *Public Administration and Public Affairs*, Prentice Hall of India, New Delhi
- Jan-Erik Lane, (2000), *New Public Management: An Introduction*, Routledge, London.
- Ravindra Prasad, D. Prasad, V S Prasad, Satyanarayana P, and Y Pardhasaradhi, (eds.) (2013), *Administrative Thinkers*, Sterling, New Delhi
- Donald Menzel (ed.) (2011). *The State of Public Administration; Issues, Challenges and Opportunity*, New York: M.E. Sharpe
- Frank J. Goodnow, *Politics and Administration: A study in Governance*, Transaction Publishers, New York, 2003
- O’Leary, Rosemary Et.al. (2010), *The Future of Public Administration around the World: The Minnowbrook Perspective*, George Town University Press, DC
- Martin Albrow (1970), *Bureaucracy*, MacMillan, London, 1970
- UN, Department of Economic and Social Affairs, *Development Administration; Current Approaches and Trends in Public Administration for Development*, New York, UN, 1975
- Wilson, Woodrow. ”The Study of Administration,” *Political Science Quarterly* 2(June 1887)

SEMESTER - III
PA 303: PUBLIC SECTOR MANAGEMENT

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Public Sectors were incepted to achieve desired socio-economic objectives of the workers and society. This course gives an overview of structure and functioning of public Enterprises in India. It also enhances the understanding of the students regarding role played by Public Enterprises in developmental process.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the evolution and growth of Public Enterprises Growth, Rationale, Objectives and Environment of Public Enterprises.
2. Familiarity with the constitutional framework on Structure Of Public Enterprises which Indian Administration is based.
3. Understanding the in-built control mechanisms over constitutional bodies in particular Personal Policies Of Public Enterprises.
4. Awareness about the institutions and mechanism in Stress Management, Business Ethics and Corporate Responsibility; and Time Management.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT- I Introduction

- a) Public Enterprises Meaning, Nature and Types
- b) Growth and Environment of Public Enterprises.
- c) Rationale and Objectives. Government's Policy Towards Public Enterprises.

UNIT-II Structure of Public Enterprises

- (a) Role of Public Sector in India
- (b) Forms of Organization
- (c) Public Corporation; Public Company; Department- Forms, Types and Structure.
- (d) The Board of Directors – its Constitution and Functions.

UNIT-III Personal Policies of Public Enterprises

- a) Industrial Relations and Worker's Participation in Management.
- b) Personnel Management-Recruitment and Training. Performance Evaluation
- c) Privatisation of Public Enterprises;
- d) Performance Appraisal: Meaning, Methods, Techniques.

UNIT-IV Issues

- a) Stress Management: Meaning, Features, Types & Causes;
- b) Corporate Governance Act – 2013
- c) Business Ethics and Corporate Responsibility;
- d) Public Enterprises: Meaning, Features, Types & Causes;
- e) Time Management- Features, Causes & Techniques of Public Enterprises;

Suggested Readings:

- R. K. Singla: Business Management, V.K. Globle Publications Pvt. Ltd., 4323/3 Ansari Road, Darya Ganj, New Delhi-110002
- A. Ghosh: Indian Economy – its Nature and Problems, Calcutta: The World Press Pvt.
- Dutt and Sundharam: Indian Economy, Delhi: S. Chand & Co., 2004.
- B.L. Mathur: Economic Policy and Administration (Hindi), Jaipur: RBSA Publishers, SMS Highway 1990.
- C. B. Mamoria & S. V. Gankar: Human Resource Management, Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.(Branch Office: Pooja Appartments', 4-B, Murari Lal Street, Ansari Road, Darya Ganj, New Delhi-110002
- V.V. Ramanadhan (ed.), Public Enterprises and Developing World, London: Groom Helm, 1984.
- A.H. Hansen: Public Enterprises and Econmic Development, London: Routledge and Kegan, 1972.
- Laxmi Narain: Principles and Practice of Public Enterprises Management, New Delhi: S.Chand & Co.
- S.C. Kuchhal: The Industrial Economy of India. Agra: Chitanya Pub. House, 1987.
- Prahlad Kumar Basu: Public Enterprises: Policy Performance and Professionalism, New Delhi, Allied 1982.
- S.L. Goyal (2002), Financial Administration in India, Deep & Deep Publication, New Delhi
- R.K. Arora (2007), State Administration, Vishwa Prakashan, New Delhi

SEMESTER - III
PA304: STATE AND LOCAL GOVERNANCE

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Decentralization is a widely used concept and its closely linked with democracy, development and good governance. This course will analyse the complexities of local governance in contemporary India. This course will help the students to have comparative look on working of state and local government.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge of the evolution and growth of State and Urban local bodies in India, Constitutional Structure & State Machinery in India.
2. Understanding about the composition, role, functions, and resources of State and Urban local bodies.
3. Understanding of the structure and working of urban development programmes
4. Gaining insights about composition, role and functions, resources of State and Urban local bodies.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I Introduction

- (a) State Administration in India; Importance, General background, Constitutional Structure & State Machinery
- (b) The Office of the Governor: Appointment, Powers & Functions
- (c) Chief Minister: Powers, Functions, Position
- (d) Council of Ministers at State level

UNIT-II Organization Structure Of State

- (a) Organisation and Working of the State Secretariat and Departments of Education,
- (b) Organisation and Working of the Home and Finance in Your State;
- (c) Organisation and Working of the Chief Secretary: Role, Powers & Functions.
- (d) Special Agencies of State Government: Board of Revenue, Financial Commissioners.

UNIT-III Organisation Of District Administration

- (a) Divisional Commissioner- Role, Powers & Functions;
- (b) Deputy Commissioner- Role in District Development Administration;
- (c) Police Administration: Role, Powers & Functions;
- (d) District Planning Committee: Powers & Functions;

UNIT-IV Other Issues Areas

- (a) State Public Service Commission: Composition, Powers & Functions;
- (b) Urban Management: Problems of Growing Cities, Planning of Smart Cities,
- (c) Directorate of Urban Local Bodies: Structure, Powers & Functions;
- (d) State control over Panchayati Raj Institutions: Powers & Functions;
- (e) State Finance Commission; Organisation and working of Directorate of Panchayati Raj.

Suggested Readings:

- Ziauddin Khan & Others: State Administration in Rajasthan, Asha Publishing House, Jaipur : 1973.
- Mohan Mukherjee: Administrative Innovations in Rajasthan, Associated Publishing House, 1982
- Singh, CM. & Others : Rajasthan Rajya Prashasan, Jaipur, 2007.
- Khandelwal, R.M.: State-Level Plan Administration in India, Jaipur, RBSA Publishers, 1985
- R.Jones. Urban Politics in India: Area, Power and Policy in a Penetrated System. Univ of California Press, 1974; also D.B Rosenthal, The Limited Elite: Politics and Government in Ten Indian Cities, Univ of Chicago Press, 1970.
- United Kingdom. The Ripon Resolution (1882) quoted in the Report of the Indian Statutory Commission. 1930. Vol. 1. London.
- S.S. Khera, District Administration in India, Asia Publishing House December 1964.
- Leadership matters at the grassroots - a report on the field visit to Punsari gram panchayat, Sabarkantha district, in Inclusion, Special Supplement, July - Sep, Vol 4, Issue 3,2013.
- Thirteenth Finance Commission on Urban Governance and Service Delivery: Some Neglected Recommendations, Nagarlok, Vol. XLV, Jan-Mar 2013, No. 1.
- Mohd Hamid Ansari, Vice President of India released it at IIP A, Delhi on 30 October 2013 (2013) Tanchayats and Rural Development in India: Changing Role', New Delhi, Indian Institute of Public Administration.
- (2011) Proceedings of Fifty Fifth Annual Conference of Members of the IIPA on Role of Panchayat Bodies in Rural Development since 1959 held on 22 October 2011 at IIPA, New Delhi, Indian Institute of Public Administration.
- Mohit Bhattacharya. Role of Municipal Councilor in Urban Development', Nagarlok. July-September 1982

SEMESTER-III
PA305 INDIAN CONSTITUTION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This course aims to acquaint the students of public administration about the basic features of Indian constitution along with its institutional arrangements.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the evolution, growth, framing, framing and features of Indian Constitution
2. To acquire comprehensive knowledge of Basic Premises and Institutions i.e. Preamble, Fundamental Rights and Fundamental Duties and Directive Principles of State Policy.
3. Understanding the in-built control mechanisms over constitutional bodies in particular and administration in general
4. Awareness about the institutions and mechanism of Indian Constitutional Commissions

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks..

UNIT-I: Introduction

- a) Framing of Indian Constitution (1947-1950)
- b) Salient Features and Significance
- c) Indian Federation: Features, Provisions and Issues

UNIT-II: Basic Premises and Institutions

- a) Preamble
- b) Fundamental Rights and Fundamental Duties
- c) Directive Principles of State Policy

UNIT-III: Institutions and Distinctive Features

- a) Parliament and State Legislatures
- b) Supreme Court and High Courts
- c) Emergency Provisions
- d) Constitutional Amendment Process

UNIT-IV Constitutional Commissions

- a) National Commission for Scheduled Castes
- b) National Commission for Scheduled Tribes
- c) National Commission for Backward Classes
- d) National Commission for Minorities

Suggested Readings:

1. Avasthi & Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra
2. Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
3. Fadia and Fadia, Indian Administration (2012), Sahitya Bhawan Publication, Agra.
4. Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.

5. Maheshwari, S.R. (2001), Indian Administration, Orient Black Swan, Hyderabad.
6. Pylee, M.V. (2009), An Introduction to the Constitution of India, Vikas, New Delhi.
7. Ramesh K. Arora and Rajni Goyal (2012), Indian Public Administration, Vishwa Parkashan, New Delhi.
8. Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
9. Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House.
10. The Constitution of India, Government of India, 2009.
11. Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

SEMESTER – III
PA306: CIVIL SERVICES IN INDIA
(OPTIONAL ELECTIVE PAPER)

Maximum Marks 80
TIME 3 Hours

Course Objectives:

The term ‘civil services’ covers the large number of permanent officials required to run the machinery of government. The core of parliamentary government, which we have adopted in India, is that the ultimate responsibility for running the administration rests with the elected representatives of the people. Ministers lay down the policy and it is for the civil servants to carry out this policy. The interdisciplinary course aims to present an overview of the structure, trends and issues related to the civil services in India.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Conceptual clarity All India Services, Central Services, State Services and Local Services, its issues, career systems and other terms covering various aspects of civil services in India.
2. Detailed understanding of the Public personnel system of the Indian Bureaucracy.
3. Learning of basic principles, Challenges of Recruitment, Training and Disciplinary Procedure for Civil Servants in Indian Public Personnel System.
4. Critical understanding of issues like Civil Services – Citizenry Interface and processes and Civil Service Reforms

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT – I: Civil Services: Concept and Evolution

- a) Concept, Significance and Evolution of Civil Services.
- b) Classification of Civil services (All India Services, Central Services, State Services and Local Services)
- c) Union Public Service Commission and other Service Commissions

UNIT – II: Bureaucracy

- a) Concept of Bureaucracy – Historical Evolution
- b) Civil Service: Neutrality and Commitment
- c) Relationship between Politicians and Civil Servants

UNIT – III: Public Personnel Administration

- a) Recruitment: Methods and significance
- b) Training of Public Servants in India – Promotion System in India
- c) Disciplinary Procedure for Civil Servants

UNIT – IV: Civil Services – Citizenry Interface

- a) Civil Society and Administration
- b) Technology and Changing Nature of Public Services
- c) Ethics and Accountability
- d) Civil Service Reforms – Ind ARC Recommendations
- e) Civil Services in the context of Globalization

Suggested Readings:

- Armstrong, Michael (2009), A Handbook of Human Resource Management Practice, Kogan Page, London.
- Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi.
- Farazmand, Ali (1994), Hand of Bureaucracy, Taylor & Francis, New York.
- Flippo Edwin B., (1976), Principles of Personnel Management, McGraw Hill
- Goel, S.L. & Rajneesh, Shalini (2003), Public Personnel Administration, Deep & Deep, New Delhi.
- Government of India, Second ARC, Tenth Report on ‘Refurbishing of Personnel Administration.
- Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, New York.
- Jain, R.B. (1994), Aspects of Personnel Administration, IIPA, New Delhi.
- Maheshwari Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi.
- Naff, Katherine C., Norma M. Riccucci, (2014), Personnel Management in Government: Politics and Process (Seventh Edition), CRC Taylor & Francis, New York.
- Riccucci, Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
- Shafritz Jay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
- Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
- Tead, Ordway (1920), Personnel Administration, University of California Libraries.

SEMESTER-IV
PA401: ACCOUNTABILITY, REFORMS AND INNOVATIONS IN ADMINISTRATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

The paper will familiarize the students with new frontiers and Emerging Areas in the discipline of Public Administration i.e. Public Private Partnership, Right to Service, Social Audit, Corporate Social Responsibility and Citizen Administration Interface. The paper will focus on the Accountability Reforms and Innovation in Administration.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Attaining a theoretical understanding of administrative process of Introduction and Accountability, Value Premises of Administration, Control Mechanism, Integrity and Prevention of Corruption Issues and Responsiveness in administration
2. Clarity of key concepts and knowledge of theoretical perspectives relating to regulation, regulatory governance and Administrative Reforms Initiatives.
3. Delineation of the issues of independence, Some Innovations, Citizens Administration Interface, Right to Service, Social Audit, Public Private Partnership and Corporate Social Responsibility
4. Exposure to mechanism and efficacy of regulators in various leading sectors.

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction And Accountability

- a) Value Premises of Administration
- b) Accountability and Control Mechanism
- c) Integrity and Prevention of Corruption Issues
- d) Responsiveness in administration

UNIT-II: Refoms

- a) Administrative Reforms Initiatives
- b) Good Governance and Citizen Centric Governance
- c) Transparency and Right to Information
- d) Citizen Charters

UNIT-III Reforms And Instiutions

- a) Regulatory Authorities
- b) Lok Pal and Lok Ayuktas
- c) Grievance Redressal Mechanism

UNIT-IV: Some Innovations

- a) Citizens Administration Interface
- b) Right to Service
- c) Social Audit
- d) Public Private Partnership
- e) Corporate Social Responsibility

Suggested Readings:

- Anttiroikoet.al Eds. (2011) Innovations in Public Governance, IOS Press

- Arora, R.K. and Rajni Goyal (2002) Indian Public Administration, Vishwa Prakashan, New Delhi
- Avasthi and Avasthi (2002) Indian Administration, Laxmi Narain Aggarwal: Agra
- Basu, D.D. (2000) Introduction to the Constitution of India, Wadhwa & Company: New Delhi
- Bevir Mark ed. (2010) The Sage Handbook of Governance, Thousan Oaks CA: Sage Publications
- Bhambri, C. P. (1973) Public Administration in India, Delhi, Vikas
- Government of India (2005) Second Administrative Reform Commission Reports (1-15), Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances: New Delhi
- Granville, Austin (1999) The Indian Constitution-Cornerstone of Nation, OUP: New Delhi
- Government of India (2005-2014) Second Administrative Reforms Commission Reports (1-15)Min
- Jain R.B.(1976) Contemporary Issues in Indian Administration, Delhi: Vishal
- Kashyap, Subash C. (2010) Indian Constitution: Conflicts and Controversies, Vitasta
- Maheshwari, S.R.(2004) Indian Administration, Orient Blackswan : Delhi

SEMESTER IV
PA402: RURAL AND URBAN GOVERNANCE

Maximum Marks 80
TIME 3 Hours

Course Objectives:

The main objectives of this course is to sensitize students to major issues and challenges in the rural and urban sector and to provide opportunity to systematically study these issues in the field.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Acquiring the theoretical knowledge and understanding of the evolution and growth of rural local governance with special reference to Panchayati raj institutions
2. Understanding about the Rural Development Programmes, functions, and resources of rural local bodies
3. Understanding of the Urbanization Trends and Challenges working of urban development programmes
4. Gaining insights about Programmes, Services & Trends of Urban Development Programmes

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) Panchayati Raj in India: Evolution and Growth since independence
- b) 73rd Constitutional (Amendment) Act.1992
- c) E-Panchayats
- d) Panchayati Raj in Haryana

UNIT-II: Programmes And Issues

- a) Rural Development: Perspectives
- b) Rural Development Programmes: IRDP, SGSY, MNREGA and NRLM etc.
- c) Rural Credit
- d) Village Administration

UNIT-III: Urban Governance

- a) Urbanization Trends and Challenges
- b) Urban Local Bodies- Forms and Functions
- c) Metropolitan Governance
- d) Municipal Finance

UNIT-IV: Programmes, Services & Trends

- a) Urban Development Programmes
- b) Urban Services (Water supply, Drainage, Sewerage and Sanitation)
- c) Urban Housing
- d) Emerging Issues and Challenges

Suggested Readings:

- Aziz Abdul (ed.), (1996), Decentralised Governance in Asian Countries, Sage, New Delhi.
- Baud, Isa S A, J De Wit (2009), New Forms of Urban Governance in India: Shifts, Models, Networks and Contestations, Sage Publications.
- Burns, Danny et. al. (1994), The Politics of Decentralization: Revitalizing Local Democracy, Macmillan, London.

- Chaturvedi T.N. and Abhijit Datta (1984), Local Governance, IIPA, New Delhi.
- Maheshwari, SR (2003), Local Government in India, Lakshmi Narain Aggarwal, Agra.
- Oakley Peter (1991), Projects with People: The Practice of Participation in Rural Development, ILO, Geneva.
- Pierre, Jon (2011), The Politics of Urban Governance: Rethinking the Local State, Palgrave, MacMillan.
- Prasad, RN (2007), Urban Local Self-Government in India, With reference to North-Eastern States, Mittal Pub.
- Sivaramakrishana, KC, et. al. (1993), Urbanisation in India: Basic Services and Peoples' Participation, ISS, New Delhi.
- Sengupta, Chandan and Stuart, Corbridge (eds) (2010), Democracy, Development and Decentralisation in India, routledge, New Delhi.
- Bardhan, P & D Moorkherjee eds. (2007), Decentralization and Local Governance in Developing Countries: A comparative perspective, oxfords university press, New Delhi.
- Fraser, Thomas G. (2013), India's Rural Transformation and Development: Issues, Processes and Direction, Suryodaya Books, New Delhi.
- Kartar Singh (2008), Rural Development, Principles, Policies and Management, Sage, New Delhi.
- Kumar, Girish (2006), Local Democracy in India: Interpreting Decentralization, Sage, New Delhi.
- Nawani, N P (2006), District Administration: Theory and Practice, Publications Division, Ministry of I & B, New Delhi.
- Palanithurai, G and R Ramesh (2011), Globalization and Rural Development, Jain books, New Delhi.

SEMESTER - IV

PA403: COMPARATIVE PUBLIC ADMINISTRATION

Mamimum Marks 80
TIME 3 Hours

Course Objectives:

Comparative Public Administration is the youngest discipline among the family of social sciences. As an academic discipline, it came into existence in the post Second-World War period. The comparative study of administrative system has grown up with the comparative study of cross-cultural and cross-national settings. This course presents a comparative outlook of performance of government, bureaucracy and institutions of developed and developing countries.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Will be equipped with the knowledge and conceptual clarity of Evolution, Importance, International, and Critique of Comparative Public Administration
2. Knowledge about the Approaches Bureaucratic, General Systems, Decision Making and Ecological Approach
3. Knowledge of different Development Models of F.W. Riggs
4. Clarity re-administrative systems and their accountability mechanisms of India, USA, UK and Japan

Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT – I: Introduction

- (a) Nature, Scope, Characteristics and Importance of Comparative Public Administration
- (b) Evolution of Comparative Public Administration
- (c) International Comparative Public Administration
- (d) Critique of Comparative Public Administration

UNIT – II Approaches

- (a) Bureaucratic Approach
- (b) General Systems Approach
- (c) Decision Making Approach
- (d) Ecological Approach

UNIT – III C. P. A. : Contribution of F.W. Riggs

- (a) Structural Functional Approach
- (b) Theory of Prismatic Society
- (c) Development Models
- (d) Riggs views on Development Models

UNIT – IV Developing Administrative System In India

- (a) Developing Administrative System – India
- (b) Developing Administrative System – USA
- (c) Developing Administrative System – UK
- (d) Modern Administrative System – Japan

Suggested Readings:

- Ali Farazmand, (2001) Handbook of Comparative and Development Public Administration, Marcel Dekker, NY.

- Esman, Milton J. (1970). CA Gand the study of public administration. In F.W.Riggs (Ed.), The frontiers of development administration (pp.41-71). Durham, North Carolina: Duke University Press.
- Heady, F (1996). Public administration: A comparative perspective (5thed.). New York: Marcel Dekker. Heaphey, J. (1968). Comparative public administration: Comments on current characteristics. Public Administration Review, 28(3),242-249.
- Montgomery, J. (1966). Approaches to development politics, administration and change, New York: McGraw Hill.
- Pai Panandikar, V.A. (1964). Development administration: An approach. Indian Journal of PublicAdministration,10(1),34-44. Raphaeli, N.(1967). Readings in comparative public administration, Boston, Massachusetts: Ally and Bacon.
- Riggs, F.W. (1970). The ecology of administration. Bloomington: Indiana University.
- Riggs, F.W. (1956). Public administration: An elected factor in economic development. Annal so the American Academy of Political and Social Sciences, No.305,Agrarian Societies in Transition (May1956),70-80.
- Swerdlow, I. (1963). (Ed.) Development administration: concepts and problems. Syracuse, New York: Syracuse University Press.
- W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Carolina: Duke University Press.
- Waldo, D.(1963). Comparative public administration prologue, performance and problems. Indian Journal of Political Science, 24(3), 177-216.
- Weidner, W .E. (1970a). (Ed.), Development administration in Asia, Durham, North Carolina: Duke
- F. W. Riggs: Administration in Developing Countries - The Theory of Prismatic Society, Houghton Miffen Co. Boston 1964.
- F. Heady and Stokes: Papers in Comparative Public Administration, Institute of Public Administration, University of Michigan USA., 1964
- Arora, R.K. and Sharma, Sangeeta, Comparative and Development Administration, Ideas and Actions (ed.) Jaipur, Arihand Centre for Administrative Change, 1992
- Chaturvedi, T.N., Tulntmak Lok Prashashan, Jaipur, College Book Depot, 1994.
- Kataria Surender, Tulnatmak Lok Prashasha, Jaipur: RBSA Publishers, 2001

SEMESTER-IV
PA404: E-GOVERNANCE

Maximum Marks 80
TIME 3 Hours

Course Objectives:

E-Governance is a new concept and implies ungrading of the efficiency and effectiveness of the administrative machinery through the combination of ICT to deliver better, cost effective and speedy services to the citizen. Transition of electronic delivery of services in government not only involve changes to the systems, procedures and processes of relevant services but also affects the way in which the public and business community deals with the government. The aim of this course is to introduce the major discourses on e-governance for better understanding of students.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Knowledge about the concept, evolution, Models of e-governance concept of citizen centric governance
2. Theoretical and conceptual knowledge of National e-Governance Plan, e-Governance in Urban Administration and e-Governance in Rural Development
3. Understanding about the Cases : Electronic Citizen Services, E-Literacy, Digitalization of Land Records: Haryana and E-Disha
4. Facing the challenges in establishing Issues: e-Readiness, e-Governance Critical Factors, Digital Divide

Note: Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) E-Governance-Meaning, Definitions, Scope and Importance
- b) Evolution of e-Governance
- c) Models of e-governance (General Information Dissemination, Critical Information Dissemination, Advocacy and Interactive Models)

UNIT-III NEGP And Applications

- a) National e-Governance Plan
- b) e-Governance in Urban Administration
- c) e-Governance in Rural Development
- d)

UNIT-III: Cases

- a) Electronic Citizen Services: A Comparative Outlook
- b) E-Literacy: Akshaya in Kerala
- c) Digitalization of Land Records: Haryana
- d) e-Disha

UNIT-IV: Issues

- a) e-Readiness
- b) e-Governance Critical Factors
- c) Digital Divide
- d) E-Governance: Issues and Challenges

Suggested Readings:

- Bellamy, Christine and John, A., Taylor (1998), *Governing in the Information Age*, Buckingham Open University Press
- Bhatnagar, S.C. (2004) *E-Government – from Vision to Implementation: A practical guide with case studies*, Sage Publications, New Delhi
- Bhatnagar S.C. (2009), *Unlocking E-Government Potential: Concepts, cases and practical insights*, Sage Publications, New Delhi
- Bouwman, Harry, and et. al., (2005), *Information and Communication Technology in Organization*, Sage Publications, London
- Heeks, R., (2006), *Implementing and Managing e-Government: An international text*, Sage
- Marchionini, G., (1965), *Information Seeking in Electronic Environments*, New York, The Press Syndicate of the University of Cambridge, USA
- Michael E., Milakovich, (2012), *digital governance – New Technologies for improving Public Service an Participation*, Rutledge, Taylor and Francis group, New York.
- Pardhasaradhi, Y. (et.al.) (2009), *E-Governance and Indian Society; An Impact of Study*, Kanishka, New Delhi.
- Satyanarayana, J., (2004), *E-Government: The Science of the possible*, PHI Learning Pvt. Ltd., New Delhi.

SEMESTER IV
PA405 (i): ADMINISTRATION OF NON-GOVERNMENT ORGANISATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

This course is designed to prepare future NGO and Public Administrators to understand the theoretical conceptualization of the NGO and the NGO Sector in the framework of a developing economy and society. At the end of the course the student will have an understanding of the commonly adopted organizational forms and governance structures pertaining to NGOs; issues of governance, capacity building and accountability; funding sources, making grant applications and project proposals; and also gain an understanding of the NGO Government interface and its impact on the working of NGOs.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Awareness about the evolution and growth of the Voluntary Agency Trends in India.
2. Learning of basic principles and approaches of Management Of NGO'S.
3. Understanding about the Approaches of Voluntary Agencies Resource Management, Project, Project Cycle Approach and Logical Framework Analysis
4. Theoretical clarity of basic concepts and Other Issues: Voluntary Organisations and CAPART; Project Appraisal, Monitoring, Evaluation. Accountability and Control.

Note: Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I Introduction

- a) Voluntary Organisations – Concept, Need, Types, Roles and Functions;
- b) Voluntary Agency Trends in India;
- c) Organisational Structure of Voluntary Organisations;
- d) Welfare Schemes and Voluntary Organisations.

UNIT-II Management Of NGO'S

- a) Non- Governmental Organisation: Meaning, Structure & Functions;
- b) Voluntary Organisations and Mobilisation of Local Resources;
- c) Management Accounting,
- d) Legal and Policy Environment Including Registration & Statutory Returns,

UNIT-III Approaches Of Voluntary Agencies

- a) Human Resource Management.
- b) Project Management,
- c) Project Cycle Approach,
- d) Logical Framework Analysis.

UNIT-IV Other Issues

- a) Voluntary Organisations and CAPART- Working & Functions;
- b) Project Appraisal, Monitoring and Evaluation.
- c) Audit, Accountability and Control.

Suggested Readings:

1. D.Paul.Chaudhary: Profile of Social Welfare and Development in India, M.N.Publishers & Distributors, New Delhi, 1985.
2. Mathivaanan: Voluntary Agencies and Social Change, Menas Publications, New Delhi, 1991.
3. Stephan, Hatch, Outside the State: Voluntary Organisations in Three English Towns, Croomhelm, London, 1980.
4. Avasthi and Maheshwari, Public Administration, Laxmi Narain Aggarwal, Agra, 1988.
5. Narman, Johnson: Voluntary Social Services, Basil Blackwell and Mortin Robertson Oxford, 1981.
6. Usha, Kapoor, Women Welfare: A Study of Voluntary Agencies, Indus Publishing Company, New Delhi, 1995.
7. P.D.Kulkarni, (ed.), Voluntary Action: Myth and Reality, NIPCCD, New Delhi, 1991.
8. R.B.Jain, (ed.), N.G.Os in Development Perspective, Vikas Publishing House, New Delhi, 1995.
9. E.A.Naryana, Voluntary Organisations and Rural Development in India, Uppal Publishing House, New Delhi, 1990.
10. IIPA: Special Issue, Vol.33, No.3, July – September, 1987.

SEMESTER-IV
PA405(ii): DEVELOPMENT ADMINISTRATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

In the fourth semester, all students exposed to the core area of Development Administration, besides being offered opportunities for pursuing individual areas of interest in the applied areas through elective courses in the next semester as well. The aim of the paper is to provide introductory knowledge and skills needed to formulate, analyze and evaluate policy considerations, besides implementation, related to various dimensions of Development Administration. The coursework covers concept and significance of Development, Sustainable Development, Gender and Development, Human Development and Inclusive Development .

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Developing a basic intellectual understanding of development, its approaches and sustainable development
2. Gaining conceptual and theoretical understanding of Development Administration including the ecological and post-globalization contexts
3. Gaining familiarity with issues/new perspectives such as Development Methods And Strategy in India
4. Learning of basic other issues and Non-National Agencies and Globalization and Development (PPP Model)

Note: Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

UNIT-I: Introduction

- a) Development and its Socio-cultural, Political and Economic Dimensions
- b) Nature, Scope and Elements of Development Administration
- c) Development and Non Development Dichotomy
- d) Goals and Challenges of Development Administration

UNIT-II: Theory And Models

- a) F.W. Riggs
- b) Sustainable Development
- c) Human Development
- d) Inclusive Development

UNIT-III: Development Methods And Strategy In India

- a) Mixed Economy Approach
- b) Economic Planning and Development- Institutions and Process in Historical Perspective
- c) Niti Ayog and National Development Council
- d) Decentralized Planning

UNIT-IV: Other Issues And Non-National Agencies

- a) Gender and Development
- b) NGOs and Development
- c) Globalization and Development (PPP Model)
- d) United Nation and other International Agencies in Development

Suggested Readings:

- Ali Farazmand, (2001), Handbook of Comparative and Development Public Administration, Marcel Dekker, New York.
- Montgomery, J. (1966), Approaches to development politics, administration and change, New York, McGraw Hill.
- Pai Panandikar, V.A., (1964). Development administration: An approach. Indian Journal of Public Administration, 10(1), 34-44.
- Riggs F.W. Ed. (19)The Frontiers of Development Administration, Durham, North Carolina: Duke University Press.
- Riggs, F.W. (1970), The Ecology of administration, Bloomington: Indiana University.
- Riggs, F.W. (1956), Public Administration: A neglected factor in economic development. Annals of the American Academy of Political and Social Sciences, No.305, Agrarian Societies in Transition (May 1956), 70-80.
- Swerdlow, L. (1963), Ed.), Development Administration: Concepts and Problems, Syracuse, New York: Syracuse university Press.
- W.E. Weidner (Ed.) (1970), Development administration in Asia, Durham, North Caroline: Duke University Press.

SEMESTER-IV
PA405(iii): LABOUR WELFARE ADMINISTRATION

Maximum Marks 80
TIME 3 Hours

Course Objectives:

Course Objectives

This course will familiarize the students with the basic concepts of Labour Welfare Administration, Ministry of Labour and National Commission on Labour. Besides, it deals with various operation aspects of Labour Welfare Administration particularly disputes settlement machinery, trade unions and workers participation in management and various Legislative provisions relating to Labour Welfare Administration.

Learning Outcomes: (Towards the end of this course, the students shall be able)

1. Students will be able to understand the existing theories of labour welfare and how these theories are effective in modern world.
2. Students will get the knowledge about labour policies and their implementation process.
3. Students will adept with functioning of trade unions and workers participation in management.
4. Students will understand the various laws relating to labour welfare.

Note: Note: There shall be nine questions in all. The first question is compulsory and contains eight short answer type questions of equal marks. The students are required to attempt one question from each unit. All questions carry equal marks.

Unit-I: Introduction

- (a) Meaning, Nature, Scope and Principles of Labour Welfare and Labour Administration.
- (b) Theories of Labour Welfare, Labour Policy in India.
- (c) Five Year Plans and Labour Welfare in India.
- (d) Ministry of Labour-Organisation and Functions. National Commission on Labour.

Unit-II: Operational System

- (a) Organization and working of State Labour Department and Directorate of Labour.
- (b) Dispute Settlement Machinery at District, Factory and Plant Levels.
- (c) Labour Welfare Officer – His Powers, Functions, Status and Role.
- (d) Trade Unions- Brief History, Organization and Role. Workers Participation in Management.

Unit-III: Labour Legislation in India

- (a) Factories Act, 1948.
- (b) Industrial Disputes Act, 1947.
- (c) Trade Unions Act, 1926.
- (d) Minimum Wages Act, 1948.

Unit-IV: Labour Legislation in India

- (a) Payment of Wages Act, 1936.
- (b) Employees State Insurance Act, 1948.
- (c) Employees Provident Fund Act, 1952.
- (d) Equal Remuneration Act, 1976.
- (e) Workmen's Compensation Act, 1923.

Suggested Readings:

- A.N. Vaid (1970), Labour Welfare in India, Sri Ram Centre for Industrial Relations, New Delhi.
- C.B. Memoria and S. Memoria (1987), Dynamics of Industrial Relations in India, Himalaya Publishing House, Bombay,.
- D.C. Sharma and S.C. Sharma (1988), Personnel Management and Industrial Relations, SJ Publishers, Meerut.
- Deepak Bhatnagar (1985), Labour Welfare and Social Security Legislation in India, Deep & Deep, New Delhi.
- Biswas Debasish Dr. (2013), Industrial Relations and Labour Welfare, Abhijit Publication, New Delhi
- Factories Act, 1948, Industrial Disputes 1947; Trade Unions Act, 1926; Minimum wages Act, 1948; Workmen's Compensation Act 1923.
- G.K. Sharma (1972), Labour Movement in India, Sterling Publishers, New Delhi.
- K.M. Subramaniam (1967), Labour Management Relations in India, Asia Pub. House, Bombay,.
- M.L. Monga (1984), Industrial Relations and Labour Laws in India, Deep & Deep, New Delhi,.
- Malhotra (1968), The Law of Industrial Disputes, NM Tripathi, Bombay,.
- N.V. Moorthy (1968), Principles of Labour Welfare, Gupta brothers, Visakhapatnam, A.P.,.
- R.C. Saxena (1988), Labour Problems and Social Welfare, K. Nath and Co., Meerut.