

Department of  
**PUBLIC ADMINISTRATION & HRM**  
**KAKATIYA UNIVERSITY**



**Prof. T. Yadagiri Rao**  
Chairperson, Board of Studies

**PG SYLLABUS**  
**M.A. Public Admn. & MHRM,**  
**– CBCS Semester-Wise**  
**Semester-wise Syllabus**  
**w.e.f. 2016-2017**

**Board of Studies in Public Administration & HRM**

**Public Administration Course Structure  
w.e.f. 2016-2017**

**Department of Public Administration & HRM  
Kakatiya University, Warangal**

**Masters in Public Administration : Course Structure  
COURSE MATRIX : SEMESTER I**

<i>Course Code</i>	<i>Course Title</i>	<i>Type of Course</i>	<i>Credits</i>	<i>IA</i>	<i>ES E</i>	<i>Total Marks</i>
Code – 101	Administrative Theory-I	CC	5	20	80	100
Code – 102	Foundations of Modern Governance	CC	5	20	80	100
Code – 103	Public Policy	CC	5	20	80	100
Code – 104	Management	CC	5	20	80	100
Code – 105	Public Administration in India	CC	5	20	80	100
	Seminar		1			25

CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course

**Master's in Public Administration: Course Structure**

**COURSE MATRIX : SEMESTER II**

<i>Course Code</i>	<i>Course Title</i>	<i>Type of Course</i>	<i>Credits</i>	<i>IA</i>	<i>ES E</i>	<i>Total Marks</i>
Code – 201	Administrative Theory-II	CC	5	20	80	100
Code – 202	Human Resource Management	CC	5	20	80	100
Code – 203	Organizational Behavior	CC	5	20	80	100
Code – 204	Global Organizations & Development	CC	5	20	80	100
Code – 205	Research Methodology in Social Sciences	CC	5	20	80	100
	Seminar		1			25

CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course



Master's in Public Administration: Course Structure

**COURSE MATRIX : SEMESTER III**

<i>Course Code</i>	<i>Course Title</i>	<i>Type of Course</i>	<i>Credits</i>	<i>IA</i>	<i>ES E</i>	<i>Total Marks</i>
Code – 301	Comparative Public Administration	CC	5	20	80	100
Code – 302	E-Governance	CC	5	20	80	100
Code – 303	Gender Studies & Women Empowerment	CC	5	20	80	100
Code – 304a	State Administration in Telangana	EC	5	20	80	100
Code – 304b	Rural Development Administration	EC	5	20	80	100
Code – 304c	Tribal Development Administration	EC	5	20	80	100
Code – 304d	Welfare Administration	EC	5	20	80	100
Code – 305a	Rural Local Governance	EC	5	20	80	100
Code – 305b	Urban Local Governance	EC	5	20	80	100
Code – 305c	Environment & Health Administration	EC	5	20	80	100
Code – 305d	Communication & Public Relations	EC	5	20	80	100
	Seminar		1			25

CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course

Master's in Public Administration: Course Structure

**COURSE MATRIX : SEMESTER IV**

<i>Course Code</i>	<i>Course Title</i>	<i>Type of Course</i>	<i>Credits</i>	<i>IA</i>	<i>ES E</i>	<i>Total Marks</i>
Code – 401	Financial Administration	CC	5	20	80	100
Code – 402	Management Techniques	CC	5	20	80	100
Code – 403	Modern Office Management and Information Technology	CC	5	20	80	100
Code – 404a	NGOs & Participatory Development	EC	5	20	80	100
Code – 404b	Human Resource Development	EC	5	20	80	100
Code – 404c	Research Project & Viva-voce	EC	5	20	80	100
Code – 404d	Management Information Systems	EC	5	20	80	100
Code – 405a	Public Sector Administration	EC	5	20	80	100
Code – 405b	Labour Welfare Administration	EC	5	20	80	100
Code – 405c	Industrial Relations	EC	5	20	80	100
Code – 405d	Disaster Management	EC	5	20	80	100
Code – 406	Open Elective	IDC	5	20	80	100
	Seminar		1			25

CC: Core Course; IDC: Inter Disciplinary Course; EC: Elective Course

**M.A. PUBLIC ADMINISTRATION  
SEMESTER – I**

**COURSE – I: ADMINISTRATIVE THEORY – I**

**Unit – I: Introduction**

- i) Public Administration: Nature, scope and importance.
- ii) Evolution of Public Administration as a Discipline
- iii) Status and Relevance of Public Administration

**Unit – II: Classical Theories of State and Bureaucracy**

- i) Theory of State and Governance – Kautilya
- ii) State and War – SIMAQLIAN & SUN-TZU
- iii) State and Government – Plato & Aristotle

**Unit – III: Classical Theories of Administration**

- i) Politics Administration Dichotomy – Woodrow Wilson
- ii) Theories on Bureaucracy – Karl Marx, Max Weber, Robert Michels
- iii) Principles of organization - Henry Fayol, Luther Gullick and Lyndal Urwick

**Unit – IV: Behavioural Theories of Organization:**

- i) Human relations Theory – Elton Mayo
- ii) Decision Making Theory – H.A. Simon
- iii) Social-Psychology Approaches – Abraham Maslow and Douglas Mc Gregor

**Unit – V: Writers on Public Administration:**

- i) Dwight Waldo – Administrative State and Future of Public Administration
- ii) Abraham Maslow – Needs Theory
- iii) Douglas McGregor – X,Y Theory

**Suggested Readings:**

1. Mohit Bhattachary, Public Administration: Structure, process and Behaviour, World press, Calcutta, 1987.
2. D. Ravindra Prasad, V.S.Prasad and P. Sathyanarayana, Administrative Thinkers, Sterling Publishers, New Delhi, 1989.
3. Rumki Basu, Public Administration: Concepts and Theories, Sterling Publishers, New Delhi, 1994.
4. Avasthe and Maheshwari, Public Administration, Laxmi Narayan Agarwal Publishers, Agra, 1993.
5. Nicholas Henry, Public Administration and Public Affairs, Printic Hall India, New Delhi, 1998.
6. James Canwell (Ed) The Art of War, Sun Tzu, Dell Publishing, New York, 1983.
7. Ranga Rajan (Ed) Arthasasthu, Kautilya Penguin, London, 1990.
8. S.R. Maheshwari, An Introduction to theory of Public Administration, Sterling Publishers, New Delhi, 1998.
9. V. Subramanian (Ed), Political Theorizing in Asia: The Socio-cultural context, Ajanta Publication, New Delhi, 1994, (Chapter 10 & 11)

**COURSE – II: FOUNDATIONS OF MODERN GOVERNANCE**  
**(POLITICAL THEORY)**

**Unit – I: Introduction**

- i) Politics: Definition and scope
- ii) Political theory – & its relation with Public Administration
- iii) Theories of state and Governance – Liberal and Marxist

**Unit – II: Basic Concepts – I**

- i) Law – Sources of law – Positivist and Critical theories of law
- ii) Liberty and Equality – Positive and Negative approaches
- iii) Property – Meaning – Social implications

**Unit – III: Basic Concept - II**

- i) Justice – Meaning and dimensions, approaches from utilitarianism to Rawls
- ii) Rights and Duties – Meaning and importance; Types of rights – Natural, Legal, Socio-economic, Collective/Community rights; Idea of Duty
- iii) Sovereignty – Importance and relevance

**Unit – IV: Application of Basic Concepts - I**

- i) Constitutionalism – Meaning and Relevance to modern governance
- ii) Democracy – Liberal and Marxist views on democracy
- iii) Empowerment – Development meaning and importance
- iv) Citizenship – Civil society, scope and limitation – civil society initiatives

**Unit – V: Application of Basic Concepts - II**

- i) Rule of Law and Human Rights
- ii) Ideology, role of ideology in politics and administration
- iii) Democracy, Constitutionalism

**Suggested Readings:**

1. J.C. Johari, Contemporary Political Theory, sterling publishers Pvt. Ltd., New Delhi, 1991
2. S.P. Varna, Modern Political Theory, Vikas Publishing House, Pvt. Ltd., New Delhi, 1992
3. O.P. Gauba, An Introduction to Political Theory, Macmillan India Ltd., New Delhi, 1992
4. M.P. Jain, Political Theory Liberal and Marxian, Authors Guild Publications, Delhi, 1981
5. Amal Ray & Mohit Bhattacharya, Political Theory, Ideas and Institutions, World Press, Calcutta, 1989
6. S.N. Ray, Modern Comparative Politics, Approaches, Methods and Issues, Printice Hall of India, Pvt. Ltd., New Delhi, 1999
7. Manoranjan Mohanthy, Contemporary Indian Political Theory, Sams Kriti publishers, New Delhi, 1999
8. L.S. Rathore, Sach Haai, Political Theory and Organization, Eastern Book Company, Luknow, 1990.

9. S.D. Jatkar, R. Jayaram, Political Theory and Institutions, Sterling Publishers, New Delhi, 1985.
10. Political Theory Book 1 & 2, IGNOU, 2003 (for M.A. Public Administration Students)

### COURSE – III: PUBLIC POLICY

#### Unit – I: Introduction

- i) Public Policy: Meaning, Nature and Importance
- ii) Context of Public Policy: Historical, Political, Social and Cultural
- iii) Public Policy and Public Administration
- iv) Policy Models: Lass well & Dror

#### Unit – II: Approaches of Study of Public Policy

- i) Systems approach and incremental approach
- ii) Elite & Institutional approach
- iii) Political Economy approach

#### Unit – III: Policy Process

- i) Policy Process – Role of Political Parties and Bureaucracy
- ii) Policy Process – Role of NGO's & Pressure Groups
- iii) Policy Process – Role of Peoples Movement and Mass Media

#### Unit – IV: Policy Evaluation

- i) Evaluation: Meaning, Scope and Importance
- ii) Types, Approaches and Stages of Evaluation
- iii) Assessing the Policy impact and Problems

#### Unit – V: Select Policy Studies

- i) Reservation Policy
- ii) Rural Employment Policy (MGNREGP)
- iii) Land Reforms Policy

#### Suggested Readings:

1. Thomas.R.Dye, Understanding Public Policy, Printice Hall Inc. New York, 1972.
2. Yazekal Dror, ventured in Policy Sciences; Concept and Applications, America Elsevior publishing company, New York, 1972.
3. Charles.E. Lind Bolm, The Policy making process, Englewood cliffs, New Jercy, 1968.
4. Harlod. J. Lasswell, Policy Sciences, International Encyclopedia of social sciences, Vol.12, New York, 1968.
5. Naier Raymond. A & Gorgaw Kenneth.J, The study of policy formation, The Tree press, New York, 1968.
6. R.K. Sapru, Public Policy. Formation, Implementation and Evaluation, sterling publishers, New Delhi, 1994.
7. UN. Improving Public Policy Analysis, Study Material New York, 1993.



8. GOI, Policy Making in Government, Publication Division, GOI, New Delhi 1983.
9. BAV Sharma, (Ed) Reservation Policy in India, Light and Life Publishers, New Delhi, 1982.
10. K.S. Padhy, Reservation Policy in India, Ashi, Publication House, New Delhi, 1988.
11. Ajith Kumar Sinha, (Ed) New Economic Policy of India, Deep and Deep Publications, New Delhi, 1994.
12. Alternative Economic Survey, on Education, Science Forum, New Delhi, 1996-97

### **COURSE – IV: MANAGEMENT**

#### **Unit – I: Introduction**

- i) Meaning, Scope and Importance of Management
- ii) Evolution of Management Thought
- iii) Contribution of Henry Fayol and FW Taylor

#### **Unit – II: Major Approaches to Management**

- i) Classical approach
- ii) Human relations and behavioural approach
- iii) Systems approach

#### **Unit – III: Functions of Management**

- i) Planning & Organizing
- ii) Supervision and Coordination
- iii) Communication & public relations

#### **Unit – IV: Areas of Management**

- i) Production & Marketing Management
- ii) Financial Management
- iii) Human Resource Management

#### **Unit – V: Additional Elements**

- i) Management Information System (MIS)
- ii) Corporate Management
- iii) Managerial Ethics & social responsibility

#### **Suggested Readings:**

1. Irancevich Donnelly, Gibson, Management; Principles and Functions, (4<sup>th</sup> edition), Richard.D Irwin Ind, New Delhi, 1991.
2. J.S. Chandan, Management Theory and practice, Vikas, Publishers, New Delhi, 1994.
3. VSP Rao, P.S. Narayan, Management Concepts and Thoughts, Konark Publishers, New Delhi, 1989.
4. L.M. Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi, 1989.
5. Satysaran Chatterjee, An Introduction to Management its Principles and techniques, World Press Calcutta, 1993.
6. B.S.Mathur, Principles of Management, National Publishing House, N.Delhi,1987
7. Bhaskar Chatterjee, Human Resource Management, A contemporary text, sterling publishers, New Delhi, 1995.

8. Peter. F. Drucker, Managing for the future, Tata Mc.Graw Hill Company Ltd., New Delhi, 1992.
9. P.N.Rastogi, Building a Learning organization, Wheeler Publishing, N. Delhi, 1998
10. Mohinder Kumar, Managerialism and Working Class in India, Sterling publishers, New Delhi, 1992

## COURSE – V: PUBLIC ADMINISTRATION IN INDIA

### Unit – I: Introduction

- i) Evolution of Indian Administration Ancient and Medieval
- ii) Colonial Administration – Impact, Continuity and Change
- iii) Socio-economic, Political and Cultural, Context of Indian Administration

### Unit-II: Constitutional Framework of Government

- i) Federal and Unitary features of constitution
- ii) President, Prime Minister and Cabinet ministers
- iii) Cabinet and Cabinet Committees

### Unit-III: State and District administration

- i) Secretariat & Directorate relations
- ii) Organization of District Administration and Role of District Collector
- iii) Panchayati Raj Institutions (PRIs)

### Unit-IV: Constitutional Authorities

- i) Finance Commission
- ii) Election Commission
- iv) National Commission for SCs & STs

### Unit – V: Emerging Major Issues

- i) Redressal of Citizens Grievances lokpal and lokayuktha
- ii) Center State Administrative relations
- iii) Administrative Reforms

### Suggested Readings:

1. P.R. Dubasli, Essays in Indian Administration, Concept Publishing House, New Delhi, 1984.
2. S.R. Maheshwari, Indian Administration, Orient Longman, New Delhi, 1968.
3. Avasthi and Maheshwari, Indian Administration, Laxmi Narayan Agarwal, Agra, 1994.
4. Ramesh.K. Arora & Rajan Gopal, Indian Public Administration; Institutions and Issues – Wishva Prakashn, New Delhi, 1995.
5. Hoshiar Singh and Mohinder Singh, Public Administration in India – Theory and Practice, Sterling Publishers, New Delhi, 1990.

6. Krishna, K. Thummala, *Public Administration in India*, Academic Press, Singapoor, 1994.

**M.A. PUBLIC ADMINISTRATION  
SEMESTER – II**

**COURSE – I: ADMINISTRATIVE THEORY – II**

**Unit – I: Organizational Theories**

- i) Structural – Functional Frame
- ii) Organizational Psychology
- iii) Technology and Organizations

**Unit – II: Organizations and Bureaucracy**

- i) Modern theories of Bureaucracy – Martin Albrow
- ii) Organizations and Bureaucracy – Nicholas P. Mouzalas
- iii) Science of Public Administration – Robert Dhal

**Unit – III: New Theoretical Approaches**

- i) Systems theory and Ecological perspective – F.W. Riggs
- ii) Time Dimension theory – Hahn Been-lee
- iii) Two Factory theory – Hergberg

**Unit – IV: Comparative Development Administration**

- i) Integrating the individual and organization - Chris Argaris
- ii) New Public Administration - Minnow Brook Perspective
- iii) Post-modernism public administration

**Unit – V: Emerging Theoretical Perspectives**

- i) Public Policy Approach – Yezekal Dror
- ii) Public Choice School – Wincent Ostrom (New Public Management)
- iii) Critical Theory of Administration – Willian.N.Dunn & Bahamn

**Suggested Readings:**

1. Martin Albrow, Bureaucracy, Mac Millan Press, London, 1980.
2. Nicholas Mouzelis,P., Organisations and Bureaucracy, An Analysis of Modern Theories, RKP, London, 1980.
3. Peter Self, Administrative Theories and Politics, George Allen & Unvin, Pvt. Ltd., 1972.
4. Michel-j-Hill, The Sociology of Pub. Admn. World Univ. Press, London, 1972.
5. F.W. Riggs, Ecology of Pub. Admn. for IIPA, Asia Publishing , N. Delhi, 1967.
6. Frank Marive (Ed)Towards New Public Administration, Screantion & Chandher, New York, 1971.
7. R.K. Sapru, Public Policy, Sterling Publishers, New Delhi, 1994.
8. Hahu-Been-Lee, From Ecology to Time: A time orientation Approach to Public Administration, IRAS, vol.33.No.2, 1967.
9. Mohit Bhattacharya Restructuring Public Administration Jawahar Publishers, New Delhi, 1997.
10. William,N.Dunn & Bahaman Fazouni, Towards a critical theory of Public Administration, Sage publication India Ltd., New Delhi, 1976.

11. Charles.J.Fax Hugh. T. Miller, Post Modern Public Administration, Towards A discourse, Sage Publications India Ltd., New Delhi, 1996.

## COURSE – II: HUMAN RESOURCE MANAGEMENT

### Unit – I: Introduction to Human Resource Management

- i) Meaning, Nature and Importance of HRM
- ii) Evolution of HRM, Differences between Personnel Management & HRM
- iii) HR Policy and Environment in India

### Unit – II: Acquiring of Human Resources

- i) Human Resource Planning – Concepts, Objectives, Importance and Process
- ii) Recruitment & Selection – Concept, Meaning and Importance, Process and Sources
- iii) Placement and Induction

### Unit-III: Performance Appraisal

- i) Concept of Performance appraisal
- ii) Objectives and importance of performance appraisal
- iii) Process and methods of performance appraisal

### Unit – IV: Compensation Administration

- i) Compensation Administration, Concept, Meaning and Importance factors influencing the compensation
- ii) Policies and Plans of Central Pay Commission regarding – Wage, Salary, Allowances, Fringe benefits and Incentives
- iii) Motivation and Morale – Discipline and Disciplinary procedures related to employees

### Unit – V: Human Resource Development

- i) HRD – Concept, Scope & Importance
- ii) Learning Theories – Individual and Group, Self-directed learning & Behaviour modeling
- iii) Training – on-the-job & off-the-job training, Simulation, Vestible training

### Suggested Readings:

1. C.S. Venkata Raman & B.K. Srivastava, Personnel Management and Human Resource Management, Tata Machgrw Hill Publishing Co. Ltd. New Delhi, 1991.
2. David.A. Decenzo & Stepphen.P. Robbins, Personnel and Human Resource Management, Printice Hall India, New Delhi, 1997.
3. Arun Monappa, Human Resource Management
4. PP Arya and BB Tandon, Human Resource Development Deep & Deep, New Delhi, 1995.
5. Fisher, Shah and Shocnfildt, HRM All India Publishers, Chennai, 1999.
6. N.K. Singh, HRM, Excel Books, New Delhi, 1999
7. Lallan Prasad & AM Banarjee, Management of Human Resource Starling Publishers, New Delhi, 1994.

## COURSE – III: ORGANIZATIONAL BEHAVIOUR

### Unit – I: Introduction

- i) Organizational Behaviour – Concept, Scope and Importance
- ii) Evolution and Foundations of Organizational Behaviour
- iii) Models of Organizational Behaviour – Cognitive, Reinforcement and psycho analytical models

### Unit – II: Aspects of Individual Behaviour

- i) Importance of individual behavior
- ii) Foundations of individual behavior; personality, perception, values, attitudes
- iii) Frustration and Alienation – Defense Mechanisms

### Unit – III : Aspects of Group Behaviour

- i) Importance of group behavior
- ii) Nature of groups, Reasons for Group Formation, Groups in Decision making
- iii) Concept of team building and team creations

### Unit – IV: Leadership and Supervisory Behaviour

- i) Leadership and its importance and approaches of leadership theories, Leadership styles and Leadership development
- ii) Theories of Motivation – Maslow, Herzberg, Mac Gregor, Alderfer
- iii) Communication – Importance of communication and types of communication, barriers of communication

### Unit – V: Organizational Change & Development

- i) Concept of Organizational Changes – Factors responsible, resistance to change and overcoming
- ii) Organizational conflict – Reasons for conflict, Conflict resolution methods
- iii) Organizational Development Training – Sensitivity Training and Rational training, Job enrichment as development intervention

### Suggested Readings:

1. Fred Luthans, Organizational Behaviour
2. John B. Minor, Organizational Behaviour
3. Robbins.P., Organizational Behaviour
4. Megginson, Organizational Behaviour
5. Williams & Huber, Organizational Behaviour
6. Benarjee.M., Organizational Behaviour
7. Udai Pareek, Organizational Behaviour Process
8. R.D. Pathak, Organizational Behaviour in changing Environment
9. Peter.F. Frue, Managing in Turbulent Time
10. Lorsch, J.W., (Ed.), Hand Book of Organizational Behaviour
11. LM Prasad, Organization Behaviour, Sulton Chand & Sons, New Delhi, 2009





## **COURSE – IV: GLOBAL ORGANIZATIONS & DEVELOPMENT**

### **Unit – I: Introduction**

- i) Development Theories – Meaning & Approaches to Development
- ii) Concept of Liberalization Privations and Globalization
- iii) Globalization as a strategy of Development

### **Unit – II: Global Economic Organizations**

- i) World Bank
- ii) Multi-National Corporations
- iii) World Trade Organizations

### **Unit – III: Global Political Organizations**

- i) Indian Labour Organization (ILO)
- ii) South Asian Association for Regional Cooperation (SAARC)
- iii) Brazil, Russia, China, India and South Africa (BRICS)

### **Unit – IV: Development Institutions**

- i) Development Models (ala Brara) – Basic Needs Model – Agrarian Reforms –
- ii) Development Policies and Programmes – World Employment Programme, World Food Programme
- iii) NGOs and implementation of development programme

### **Unit – V: Case Studies**

- i) Poverty Alleviation Initiatives
- ii) Agricultural and Industrial Sector Reforms
- iii) Reforms in Banking and Insurance sector

### **Suggested Readings:**

1. Noam Chamsky, Profit Over People; Neo Liberalism and Global order, Madhyam Books, New Delhi, 1999.
2. New Economic Policy of India, Restructuring and Liberalising the Economy for 21<sup>st</sup> Century, (Ed) Ajith Kumar Sinha, Deep & Deep Publications, N. Delhi, 1994.
3. Ch. Bala Ramulu, International Organizations & Rural Employment Programmes in India, Om Publications, Faridabad, 1999
4. Robert Chambers, Rural Development; Putting the last, Longman, London, 1983.
5. John, Harris, Rural Development: Theories of Peasant Economy and Agrarain Change, Hatchinson & Co., London, 1982.
6. J.S. Brara, Political Economy of Rural Development, Alternative Strategies for poverty Alleviation, Allied publishers, New Delhi, 1986.
7. Bharath Dogra, Poverty Development & Poverty, India, 1947-84, Delhi, 1984.
8. A.K. Bagchi, The Political Economy of Under Development Cambridge Univ. Prees, 1992.

## **COURSE – V: RESEARCH METHODOLOGY IN SOCIAL SCIENCES**

### **Unit – I: Introduction**

- i) Nature and importance of Social Science research
- ii) Problem of objectivity in Social Science Research
- iii) Tradition and Scientific Methods of Social Science Research

### **Unit – II: Research Design**

- i) Selection of a Research topic or problem
- ii) Hypothesis – Meaning, importance and sources of hypothesis
- iii) Preparation of research design

### **Unit – III: Tools of Data Collection**

- i) Questionnaire and Interview
- ii) Observation and Participation
- iii) Observation tools

### **Unit – IV: Statistical methods**

- i) Sampling methods
- ii) Scales of measurement
- iii) Processing of data – coding and tabulation

### **Unit – V: Data Analysis and Report Writing**

- i) Methods data analysis use of computer programming
- ii) Principles of report writing and various methods
- iii) Accessories of report writing – Footnotes – References – Bibliography – Indexing
- iv) Social Sciences Research in India: Problems and Challenges.

### **Suggested Readings:**

1. Wilkinson and Bhandekar, Methodology and Techniques of Social Research, Himalya Publishing House, New Delhi, 1980.
2. BAV Sharma, D. Ravindera Prasad & P. Sathyanarayana, Research Methods in Social Sciences, Sterling Publications, New Delhi, 1985.
3. Krishna Swamy. O.R., Methodology of Research in Social Sciences, Himalaya Publications, New Delhi, 1993.
4. Kothari.C.R., Research Methodology, Wiley Eastern Limited, New Delhi, 1994.
5. Rao.K.V. Research Methodology in Commerce & Management, Sterling Publications, New Delhi, 1993.
6. Glosch.B.N. Scientific Method and Social Research, Sterling Publishers, New Delhi, 1993.
7. Hans Raj, Theory and Practice in Social Research, Subject Publications, New Delhi, 1992.

**M.A. PUBLIC ADMINISTRATION  
III – SEMESTER**

**COURSE – I: COMPARATIVE PUBLIC ADMINISTRATION**

**Unit – I: Introduction**

- i) Nature and Importance of Comparative Public Administration
- ii) Evolution of Comparative Public Administration
- iii) International Comparative Public Administration

**Unit – II : Approaches of Comparative Public Administration**

- i) Historical and Contemporary approach
- ii) Decision making approach
- iii) Ecological approach

**Unit – III : Comparative Administrative Systems**

- i) Developing Administrative Systems in India
- ii) Developed Administrative Systems in USA & UK
- iii) Modern Administrative Systems in Japan and Korea

**Unit – IV: Comparative Local Government systems**

- i) Organizational structure and performance of Local Governments in China and India
- ii) Role of NGOs and Voluntary Agencies in USA and UK
- iii) Finances of Local Bodies

**Unit – V: Administrative Accountability**

- i) Legislative Control over Administration in UK & USA
- ii) Judiciary Control over Administration in India and China
- iii) Role of Media and Press in France and Korea

**Suggested Readings:**

1. Ramesh, K. Arora, Comparative Public Administration.
2. Bhalerao, C. N, Political, Public Administration and Development Chapters 1 to 4, 9, 11, 13 & 26.
3. Riggs, F. W, Administration in Developing countries, Chapters 1 and 2.
4. Weldner, D. W(ed), Development Administration and Weldner "The Events of Development Administration".
5. Milton Singer: Wilan a great radiation modernisers, last chapter.
6. Das Gupta, The Hindu Ethos, Chapter IV.
7. Pai, V. A, "Pai Panandikar Developmental Administration - An Approach" in the Indian Journal of Public Administration Vol. 10, No. 1, January-March, 1964.
8. Liberberry Robert, L., Govt in America People, Politics & Policies, 1989
9. Chieu, Than Sheng, The Govt. & Politics of China, 1968
10. Henry. W., Eframam, Politics in France, (2<sup>nd</sup> ed), 1971

## COURSE – II: E-GOVERNANCE

### Unit – I: Introductions

- i) E-Governance: Concept and Importance
- ii) ICT & PA: Concept, Components, Role and its Applications
- iii) Models of E-Governance: Interactive Service Model – Mobilization and Lobbying Model – Comparative Analysis Model

### Unit – II: Theoretical Perspectives

- i) Dystopian Theory
- ii) Socio-Technical Systems Theory
- iii) Global Integration Theory

### Unit – III: E-Governance Infrastructure

- i) Data Systems Infrastructure
- ii) Legal Infrastructure
- iii) Institutional and Technological Infrastructure

### Unit-IV : Techniques of Governance

- i) Open and Transparency
- ii) Accountability
- iii) Participation

### Unit – V: E-Governance Case Studies

- i) E-Seva and CARD in Telangana
- ii) Bhoomi in Karnataka
- iii) Akshaya in Kerala

### Suggested Readings:

1. Alexander C.J. Pal LA, Digital Democracy; Policy and Politics in the Wired World. Don Mille Oxford University Press, 1998
2. Kiran Bedi, Parminder Jeet Singh and Sandeep Srivastava, government @net , New Governance opportunities for India
3. Andhra Pradesh Government, Vision 2020 Hyderabad: State Secretariat, 1999.
4. Tracy Laquey, Internet Companion: A Beginner's Guide to Global Networking, London, Addison-Wesley Publishing Company, 1994
5. Douglas E.Comer, The Internet Book, New York, Prentice-Hall International, 1995.
6. CSR Prabhu, E-Governance, Concepts and Case Studies, PHI, New Delhi, 2004.
7. Subhash Batnagar, E-Governance, Sage Publication, London, 2004.
8. Y. Pardhsardhy, E-Governance and Indian Society with Case Studies, Kanishka Publishers, New Delhi, 2009.
9. IGNOU, Text Book on E-Governance, New Delhi.

## **COURSE – III: GENDER STUDIES AND WOMEN EMPOWERMENT**

### **Unit – I: Introduction & Theoretical Issues**

- i) Importance of Gender Studies – Role of Participation of Women in different stages of History
- ii) Theories Women's subordination Biological/Functional/Cultural aspects
- iii) Structure of patriarchy - issues of domination

### **Unit – II: Status of Women**

- i) Family – Gender discrimination in birth, brought up and education: Marriage and its, impact, Women Reproductive functions and unpaid Labour
- ii) Socio-cultural status of Women in India
- iii) Political and Legal Status of women in India

### **Unit – III : Women Participation in Economy**

- i) Gender Discrimination in Division of Labour and Wages
- ii) Impact of Technology on Women and Conflict
- iii) Economic Empowerment of Women – Issues

### **Unit – IV: Women's Organizations & Movements**

- i) Emergence of Women's Organizations
- ii) Major Issues in Women's Movements
- iii) Women's participation in peasant, Tribal and other Socio-Political Movements

### **Unit –V: Women Empowerment Programmes**

- i) Women and Violence – Forms of Violence, Constitutional Legal and other forms of Remedies
- ii) Women Development Programmes (with special focus on Women & Child)
- iii) Women in Government Administration

### **Suggested Readings:**

1. Altekar AS. The Position of Women in Hindu Civilization, Motilal Banarasidass, New Delhi, 1983
2. Kalpana Shah, Women's Liberation and Voluntary Action, Ajanta Publications, New Delhi, 1984.
3. Maithreyi Krishna Raj, Women's Studies in India, Some Perspectives, Popular Prakasham, Bombay, 1986
4. Gail Omvedt, Patriarchy and Patriarchy, Concept Series, Bombay
5. Silvia Walby, Theorising Patriarchy, Oxford, Basil Unitwel, 1990
6. Simon. De Beavour, The Second Sex, Penguin Books, New Delhi, 1984.
7. Mary Wollstencraft, The Vindication of the Rights of Women, Penguin, 1992

**COURSE – IV: ELECTIVES**  
**A: STATE ADMINISTRATION IN TELANGANA**

**Unit – I: Historical and Constitutional Aspects**

- i) Historical aspects of emergence of Andhra Pradesh
- ii) Constitutional provisions relating to State Administration
- iii) Federal provisions of Indian Constitution

**Unit – II: Machinery of State Administration**

- i) Governor – Constitutional provisions – Functions and Role
- ii) Chief Minister and Council of Ministers
- iii) State Secretariat and Directorates – State level planning

**Unit – III: District Level Administration**

- i) District Administration in India – Historical Aspects
- ii) District Collector – Status, Functions & Role – Planning process at District Level
- iii) Special Agencies for Development – D.R.D.A., I.T.D.A., VELUGU & other Programmes

**Unit – IV: Issues in State Administration**

- i) Regionalism/Sub-Regionalism
- ii) Corruption–Corruption & Integrity – Lokayukthya & Vigilance Commission
- iii) Decentralization & Development – Panchayat Raj & Village Administration

**Unit – V: Emerging Issues**

- i) States Finances
- ii) Permanent and Political executives
- iii) Pressure groups

**Suggested Readings:**

1. R.D. Sharma, District, H.K. Publishers, New Delhi, 1990
2. AP Padhi, State Administration in India, Uppal Publishing House, New Delhi, 1988
3. M.A Aleem & Shameem Ali (ed), State Administration in A.P. Allied Publishers, New Delhi, 1988
4. S. Arvind, Indian Administration, Himalaya Publishing Home, New Delhi, 1992
5. S.R. Maheshwari, Indian Administration, Orient Longman, New Delhi, 1992
6. Ramesh. K. Arora & Rajani Goyal, Indian Public Administration: Institutions and Issues, Wishwa Prakasham, New Delhi, 1995

**COURSE – IV ELECTIVES**  
**B: RURAL DEVELOPMENT ADMINISTRATION**

**Unit – I: Introduction**

- i) The concept of Rural Development
- ii) Socio-Economic and Political Context of Rural Development
- iii) Rural Development policy and implementation – Role of Bureaucracy

**Unit – II: Rural Development Programmes**

- i) Agrarian Reforms and irrigation Development
- ii) Asset Creation and Employment generation oriented programmes
- iii) Rural Health Programmes
- iv) Non-Formal and Adult Education in Rural areas

**Unit – III: Rural Development Institutions**

- i) Panchyati Raj and other parallel organizations
- ii) Special Agencies – DRDA, DPAP, CADA
- iii) Rural Banks

**Unit – IV: Resources and Development**

- i) Rural Credit and Cooperatives
- ii) Self-Help Groups
- iii) Technical Assistance in Rural Governance

**Unit – V: Rural Development – Experience of Some Asian countries**

- i) China
- ii) Bangladesh
- iii) Philippines
- iv) Japan

**Suggested Readings:**

1. Desai.A.R., Rural Sociology in India - Bombay, 1978
2. Maheshwari, S.R. Rural Development in India, 1986
3. Raghavan and Leena Sekhar (eds) Poverty and Employment: Analysis of the present situation and strategies for the Future, New Age International Publishers, 1995
4. Gerry Rodgers (Ed) Population Growth and Poverty in Rural South Asia, Sage Publications, New Delhi, 1989
5. Ashok Mukhopadhyay, The Japanese Political System, Ajanta Publications, New Delhi, 1994
6. Ramesh. K. Arora and Rakesh Hooja (Eds) Arihat Publishing House, New Delhi, 1994
7. Grameenabhivaudhi, KASPA, Publications, KU, 1986
8. Grameenabhivaudhi, SDLCE, KU, 1992
9. Grameenabhivaudhi, A.P. Open University, Hyderabad
10. Ram Reddy & G. Haragopal, Rural Development Planning and Reform 1977

**COURSE – IV ELECTIVE**  
**C: TRIBAL DEVELOPMENT ADMINISTRATION**

**Unit – I: Introduction & Political Economy of Tribal India**

- i) Importance of Tribal Development Administration
- ii) Primitive Social Formations – Specific features of Tribe, Clan, Caste, Race and Class
- iii) Indian Indigenous Communities – A demographic outline

**Unit – II: Resources in Tribal Areas**

- i) Forest Resources Management
- ii) Institutions for Resources Management – Girijan Corporation
- iii) Emerging Classes in Tribal Areas – Cultural Identity crisis

**Unit – III: Tribal Development Policy and Programmes**

- i) Tribal Development Policy in India – the phases of Isolation, Assimilation and Integration
- ii) Tribal Development Strategies through Five years plans
- iii) Participation of Local bodies in Scheduled Areas for implementation of development programmes

**Unit – IV: Institution for Tribal Development**

- i) SC, ST, Commission
- ii) TRICOR
- iii) ITDA & MADA

**Unit – V: Tribal Unrest**

- i) Socio-cultural and political movements in Tribal Areas
- ii) Issues and Challenges in Tribal Movements
- iii) Tribal Rights and State Response

**Suggested Readings:**

1. Nadeem Hasamain, Tribal India Today, Harnam Publications, New Delhi, 1983
2. K.S. Padhy & Satapathy, Tribal in India, Ashish Publishing House, New Delhi, 1989
3. K.S. Singh, Tribal Movements in India, Manohar Publications, New Delhi, 1983
4. Bharadwaj, A.H., The Problems of Scheduled Castes and Tribes in India, 1979
5. National Institute of Community Development, Hyderabad, Tribal Development Planning, Integrated Tribal Development Planning, Proceeding of a Seminar held at NICD, Hyderabad, 1975
6. National Institute of Community Development, Hyderabad, Perspectives in Tribal Development and Administration, NICD, Hyderabad, 1975
7. Jaganath Pathy, Dynamics of Tribal Peasantry, 1989
8. Chaushy Mohan, Social Movements in India, 1990



9. Prof. B. Janardhan Rao, Land Alienation in Tribal Areas, 1987

**Course – IV (Elective)**  
**D: Welfare Administration**

**Unit – I: Conceptual Aspects**

- i) Concept of Welfare State
- ii) Concept of Social Welfare Administration
- iii) Concept of Social Security – Socio-economic & political rights ILO perspective

**Unit – II: Government Machinery**

- i) Constitutional measures and protective discrimination policy related to social Welfare of SCs, STs and OBCs
- ii) Institutions of Social Welfare SC, ST Commission, B.C. Commission, Minority Commission
- iii) Organization and patterns of Social Welfare Administration at Central – State and Districts levels

**Unit – III: Specific Social Welfare Issues – I**

- i) Women Related issues – Prostitution, Destitution, Dowry, Sexual Harassment
- ii) Child related issues – Child Labour, Delinquency, Street Children
- iii) Old age problems and old age Homes

**Unit – IV: Specific Issues – II**

- i) Migration and Destitution
- ii) Food Security
- iii) Dalit Empowerment

**Unit – V: Tribal Welfare Issues**

- i) Displacement and Rehabilitation in Tribal Areas
- ii) Rehabilitation and Resettlement Policy
- iii) Health programmes

**Suggested Readings:**

1. S.L. Goel & R.K. Jain, Social Welfare Administration: Theory and Practice Deep & Deep Publications, New Delhi, 1988
2. Jagan Shankar, Social Problems and Welfare in India, Ashish Publishing House, New Delhi, 1992
3. B.C. Muthaya, Child Welfare, NICD, Hyd, 1972
4. Bell Winfred, Contemporary Social Welfare, Mac Millon Publishing Company, New York, 1983
5. Pathack Shankar, Social Welfare: An evolutionary and Development Perspective Mac Millon Company, New Delhi, 1981

6. N.N. Dube, Administration of Social Welfare Performance in India, Somai Publications, 1973
7. Dr. P. Narasimha Rao, Rehabilitation Programmes for Bonded Labour, Khama Publishers, New Delhi, 1994
8. Dr. V. V. Kanna, Law and Child Labour in India, Anmol Publications, New Delhi, 2002

## **COURSE – V: ELECTIVES**

### **A: RURAL LOCAL GOVERNANCE**

#### **Unit – I: Introduction**

- i) Nature and Importance of Local Government
- ii) Concept of Democratic Decentralization, Empowerment of People and Participative Democracy
- iii) Evaluation of Local Governments in India Ancient and Pre-colonial

#### **Unit – II: Reforms in Rural Local Governments in Post-independent India**

- i) Balwanth Roy Mehatha Committee Recommendations
- ii) 73<sup>rd</sup> Constitutional Amendment Act
- iii) Status of PRIs in scheduled (V & VI) Areas

#### **Unit – III: Structure & Inter-State Experiences**

- i) Three-tier System and representative character
- ii) Committee System in PRIs
- iii) Role of NGO's & Challenges in implementation of RD Programmes

#### **Unit – IV: Personnel, Finance and State Control of PRIs**

- i) Sources of Finances – Issues in Local Finances
- ii) Methods of State Control and role of PR election commission
- iii) Performance of PRIs – challenges

#### **Unit – V: Accountability and Control**

- i) State and Local Government Relations
- ii) Executive Control, Legislative control and finance control
- iii) Reforms process – prospects and retrospect

#### **Suggested Readings:**

1. Chattopadhyaya, B.C., Rural Development Planning in India
2. Bhargava, B.S., Grass-root Leadership in Panchayati Raj Institutions, New Delhi, Asish, 1979
3. Desai, Vasant, Panchayati Raj: Power to the People, Himalaya Publications, Bombay, 1990
4. Mathur, M.V., and Narain Iqbal (ed), Panchayati Raj, Planning and Democracy, Asia Publishing House, Bombay, 1969

5. Maddick, Henry, Panchayati Raj: A Study of Rural Local Government in India, Longmans, Green, London, 1970
6. Maheshwari.S.R., Local Government in India, Agra, 1987
7. Prasad, R.C., Democracy and Development: The Grass-root experience in India, Rachna Praskasham, New Delhi, 1971
8. V.S. Prasad, Panchayatis and Development
9. G.Ram Reddy, (ed) Patterns of Panchayati Raj in India, Macmillan, Delhi, 1977

## **COURSE – V: ELECTIVE**

### **B: URBAN LOCAL GOVERNANCE**

#### **Unit – I: Introduction**

- i) Importance of Urban Local Govt. in Modern Society
- ii) History of Urban Administration in India
- iii) Urbanization as Socio-Cultural Process

#### **Unit – II: Urbanization and Urban Strategies**

- i) Urbanization trends and challenges
- ii) Good urban governance – concept and principles
- iii) Urban policies and strategies

#### **Unit – III: Study of Urban Government Systems**

- i) Municipalities – Politics Administrative structure
- ii) Committee Systems in Municipalities and Corporations
- iii) Functions and role of important functionaries – Mayor/Chairmen

#### **Unit – IV: Urban Local Bodies – Personnel, Finance & State Control**

- i) Recruitment, Training and Functioning of Urban Administrative Service
- ii) Sources of Income, allocation of budget to development
- iii) Participation of NGO's and other Citizen's associations in Urban Development

#### **Unit – V: Metropolitan Authorities and Urban Problems**

- i) Concept of Metropolitan Metropolitan Development Authorities with special reference to CMDA, DDA, GMDA & HUDA – Rural - Urban relations
- ii) Water Supply & Sanitation and Sewerage maintenance
- iii) Land use & Urban Planning & Housing
- iv) Traffic Control, Migration, Slums & Environment Pollution

#### **Suggested Readings:**

1. Paradeep Sachdeva, Urban Govt. and Administration in India, Kitab Mahal, New Delhi, 2000
2. B.C. Rai, Local Self Govt. in USA, Prakashan Kendra, Lucknow, 1993
3. B.C. Rai, Local Self Govt. in India, Prakashan Kendra, Lucknow, 1993

4. Venkatarangiya and Pattabhiram (ed.) Local Government in India: Selected Readings, Bombay, Allied Publishers, 1969
5. Gokhale. B.K., The Constitution of India, Bombay, Sheth and Company, 1972
6. Maheshwari.S.R., Local Government in India, Lakshmi Narain Aggarwal, Agara, 1984
7. K.V. Sundram, Urban and Regional Palnning in India, Vikas Publishing House, New Delhi, 1977
8. S.R. Maheshwari, Local Government in India, Laskshmi Narain Aggarwal, Meerut, 1984
9. R.L. Khanna, Municipal Government and Administration in India, Chandigarh, Mahindra Capital Publishers, 1967
10. Vijay Kumar Thakur, Urbanisation in Ancient India, Abhinav Publications, New Delhi, 1981

## **COURSE – V: ELECTIVES**

### **C: ENVIRONMENT & HEALTH ADMINISTRATION**

#### **Unit – I: Introduction**

- i) Environment Decay, Protection and Development – Conceptual and Theoretical aspects
- ii) Environment protection laws
- iii) Environment policy and planning

#### **Unit – II: Administrative Machinery**

- i) Organization for Environment Protection Central – State and District level
- ii) Environment Education and Role of media
- iii) Environment protection and peoples movements

#### **Unit – III: Health Administration**

- i) Nature, Scope and Importance of Health
- ii) Administrative Machinery for Health systems in India – Central – State – District Levels
- iii) Health Administration in Urban, Rural and Tribal areas

#### **Unit – IV: Health Education**

- i) Health Education Systems and Role of media
- ii) NGO's and Health Care Services
- iii) Health Care Services in private sector

#### **Unit – V: Health Policies and Health Agencies**

- i) Health Policy Planning and Development in India
- ii) International Health Agencies – WHO, UNFDA, CEDPA
- iii) National Health Care programmes in India

#### **Suggested Readings:**

1. Rameshwaram, Health Administration in India, Asish Publication, New Delhi
2. Arun Kumar, Environmental Problems protection & Control, Anmol Publications, New Delhi, 1999

3. Karapagam. M., Environmental Economics – A Text Book, Sterling Publishers, New Delhi, 1993
4. R.N. Trivedi, A Text Book of Environmental Pollution and Control, Anmol Publications, New Delhi, 1998
5. Govt. of India Compendium of Environmental statistics 1997, Ministry of Planning Implementation Govt. of India, New Delhi, 1997
6. G.R. Chatwal, Encyclopedia of Environmental pollution, Vol. I & II, Anmol Publications, New Delhi, 1996
7. S.N. Prasad, Environmental Biology Campus Books, New Books, 2000
8. G.R. Chatwal, Encyclopedia of Environmental Biology, Anmol Publications, New Delhi, 1998
9. H.S. Singh, Principles of Environmental Conservation, International Book Distributors, Dehra Dun, 1989
10. I.S. Chauhan & Arun Chauhan, Environmental Degradation, Rawat Publications, New Delhi, 1998
11. GN Pandey, Environmental Management, Vikas Publishing House, New Delhi, 1997

### **COURSE –V: ELECTIVES**

#### **D: COMMUNICATION AND PUBLIC RELATIONS**

##### **Unit – I: Introduction**

- Units: i) Nature, Importance of Communication and Concept of Communication  
 ii) Communication Process in Administration  
 iii) Components and Contributing factors of Communication

##### **Unit – II: Communication Skills**

- i) Public speaking, Group discussion, Listening skills  
 ii) Letter drafting, Communication Media  
 iii) Recent Trends in communication

##### **Unit – III: Organizational Communication**

- i) Inter and Intra group communications, Internal and external communications  
 ii) Home journals – Communications to Employees and Trade Unions  
 iii) Communicating to Investing Public and Share Holders

##### **Unit – IV: Public Relations**

- Units: i) Nature and Importance of Public Relations  
 ii) Public Relations in Corporate Sector  
 iii) Public Relation in Government

##### **Unit – V: Execution of Public Relations**

- i) Preparation and execution of Public Relations Programmes  
 ii) Media Coverage – dealing with press and media – arranging press meets. Open House System  
 iii) Functions and Role of Public Relations Office (PRO)

##### **Suggested Readings:**

1. M. Balasubramanian – Business Communication, Kalyani publishers, New Delhi, 1993
2. Chappa & Reed – Text Book of Business Communication

3. Homai Pradhan & D.S.Bhinde – Business Communication, Himalaya, Bombay, 1984
4. Frank Jeflim – Public Relations for your Business, Excel Books, New Delhi, 1995
5. J.M. Kaul, Public Relations in India, Naya Prakash, Calcutta, 1976.
6. Kumar, Niraj, Management Communication Today, Classical Publishing Company, New Delhi, 1998.
7. Ray, Reuben, Communication Today, Himalaya Publishing House, 1997.
8. Narayan, B., Communication Management, APH Publishing Corporation, New Delhi, 1999.
9. Sinha, K. K., Business Communication, Galgotia Publishing Company, 2002.
10. Dahiya, D. S., Communication process in Organisation, Rawat Publications, New Delhi, 1997.

**M.A. PUBLIC ADMINISTRATION  
SEMESTER – IV**

**COURSE – I: FINANCIAL ADMINISTRATION**

**Unit – I: Introduction**

- i) Nature, Scope and Importance of Financial Administration
- ii) Canons and Theories of Taxations
- iii) Principles of Maximum Social Advantage
- iv) Fiscal Policy, Deficit Financing & Public Debt Management in developing countries

**Unit – II: Budgeting in government**

- i) Budget systems – Line item budgeting objectives of classification
- ii) Performance budgeting and Zero based budgeting
- iii) Budget preparation and execution

**Unit – III: Accounting and Auditing**

- i) Nature of Accounting and Auditing – Types of Auditing
- ii) Comptroller and Auditor General of India (C&A G)
- iii) Treasury System in India and its Relevance

**Unit – IV: Union – State Financial Relations**

- i) Role of Finance Commission – Distribution of Resources
- ii) Reserve Bank of India – Organization and Functioning
- iii) Financial Administration of Rural and Urban Local Governments

**Unit-V: Control over Public Finances**

- i) Role Finance Ministry – Expenditure control
- ii) Delegation of Fiscal Powers & Financial Advisors
- iii) Prevention of Economic Crimes and Role of Judicial Control
- iv) Parliamentary Control

**Suggested Readings:**

1. M.J.K.Thavaraj, Financial Administration in India, Sultan Chand & Company, New Delhi, 1978
2. ARC Report on a) Finance Accounts and Audit; b) Finance Administration; and c) Centre-State Relations
3. BL. Mathur, Financial Management, Arihant Publishing House, Jaipur, 1994
4. Vasant Desai, The Indian Financial System, Himalaya Publishing House, New Delhi, 1996
5. G.S. Lal, Financial Administration in India, H.P.J. Kapoor, New Delhi, 1969
6. P.K. Wattal, Parliamentary Financial Control in India, Minerva, Bombay, 1979
7. S.C. Kuchhal, Financial Management, Chaitanya Publishing House, Allahabad, 1993
8. M.Y. Khan & P.K. Jain, Financial Management, Tata Mc Graw Hill, New Delhi, 1998

## **COURSE – II: MANAGEMENT TECHNIQUES**

### **Unit – I:**

- i) Evolutions of Management Techniques
- ii) Inventory Control
- iii) Management Techniques in Government

### **Unit – II:**

- i) Work study and Methods study
- ii) Work Simplification
- iii) Work Measurement

### **Unit – III:**

- i) Management by objectives (MBO)
- ii) Management Information System (MIS)
- iii) Management by Exception (MbE)
- iv) Systems Analysis

### **Unit – IV:**

- i) Operations Research
- ii) Cost – Benefit Analysis
- iii) CPM & PERT and Time Management

### **Unit – V:**

- i) Organization and Methods
- ii) Organizational Development (OD) and Organizational Change (OC)
- iii) Crisis and Stress Management

### **Suggested Readings:**

1. Mustafi, C. K, Operations Research – Methods and Practice, New Age International Limited, 1995.
2. Peter. F. Drucker, Management – Tasks, Responsibilities, Practices, Allied Publishers, 1991.
3. Vohra, N. D, Quantitative Techniques in Management, N. D. Vohra, Tata Mc Graw Hill, 1990.



**COURSE –III:**  
**MODERN OFFICE MANAGEMENT AND INFORMATION**  
**TECHNOLOGY**

**Unit – I: Introduction**

- i) Importance and Basic Principles of Office Management
- ii) Role of Communication and MIS (Management Information Systems)
- iii) Man Power Planning and HRM in Office Management
- iv) Modern Office Systems- Public relations- Office Reception

**Unit – II: Office Organization & Management**

- i) Office lay out, Infrastructure Facilities
- ii) Physical and Technical Requirements of Office Organization – Office machinery and Automation, Planning and implementation
- iii) Meetings – Agenda – Minutes Approval and circulation and follow up

**Unit – III: Office Files AND Computer use**

- i) Principles and practice of Filing and Indexing, Ms Word, Excel & Work sheet
- ii) Mailing Department – Management of Office Mail
- iii) Data base Management – Basic of Modern Computer packages of DB Management and Accounting

**Unit – IV: IT & Office Management**

- i) IT and Modern Office Management
- ii) Office Networking – LAN, WAN, WEB DESIGN
- iii) Importance of Internet and email for Office Communication & Management (on line)
- iv) IT and Management of Information Systems

**Unit – V: IT & Development**

- i) Technology, social progress and development
- ii) Human Factors and IT
- iii) Cybernetic, State and Digital governance : Perspectives

**Suggested Readings:**

1. S.P. Arora, Office Organization and Management, Vikas Publishing House, New Delhi, 1993
2. R. Brealey, Activity Course in Office Administration, Longmen (ELBS), 1979
3. G. Mills & O. Standing ford, Office Administration, Pitman (ELBS), 1979
4. P.K. Ghosh, Office Management: Principles & Practice, Sultan Chand & Sons, New Delhi, 1990
5. George Terry, Office Management & Control, Homewood, Illinois, Richard D. Irwin, 1970
6. V.S.P. Rao & P.S. Narayana, Text Book of Office Management, Tata MC Graw Hill, New Delhi, 1987
7. Don Tapscott, Office Automation, Plenum Press, New York, 1947
8. F.C. Thusing, Office Practice Today, Pitman, London, 1975
9. S.P. Jain & T.N. Chabra, Office Management, Dhampat Rai & Sons, New Delhi, 1982

**COURSE – IV: ELECTIVES**  
**A: NGOS AND PARTICIPATORY DEVELOPMENT**

**Unit – I: Development and Development Administration**

- i) Nature, Scope and Importance of Development Administration – Critique of Development Administration
- ii) Institution Building for Development Administration – Bureaucracy, NGOs and voluntary organizations
- iii) Role of Bureaucracy and NGOs in Development

**Unit – II: Recent Trends in Development**

- i) Sustainable Development
- ii) Participatory Development
- iii) Human Development

**Unit – III: Management of NGOs and Voluntary Sectors**

- i) NGOs and Voluntary Organizations in India – Experiments – Experiences
- ii) Organizational Structure and Functioning
- iii) Training and Development of NGO Functionaries – Media Management \

**Unit – IV: NGOs and Rural Development**

- i) NGOs in Agriculture and irrigation
- ii) NGOs in Rural Health and Education
- iii) NGOs in Bonded Labour Rehabilitation
- iv) NGOs in Tribal Areas

**Unit – V: NGOs and Urban Development**

- i) NGOs in Child Labour in Urban Areas
- ii) NGOs in Environment Protection and Prevention of Pollution
- iii) NGOs in Slum Clearance and Development of Slum Dwellers
- iv) NGOs in Women and Child Welfare Programmes

**Suggested Readings:**

1. Shastri Rajan Pandey, Community Action for Social Justice Grass roots organizations in India, Sage Publications, New Delhi, 1991
2. Mangesh Kulakami, Action groups and the state Seminar – 446 pp 43-47
3. Fernandes, AP: “NGOs in South Asia: People”, Participation and Partnership, World Development, Vol.15 39-49, 1987
4. Garilao, E.D.: “Indigenous NGOs as Strategic Institutions: Managing the Relationship and Government and Resource Agencies, World Development, Vol. 15: 113-120, 1987
5. Government of India: Report of the Team for the Study of Community Projects and National Extension Service, Vol. 1, New Delhi, 107 (Balavantray Mehta Committee), 1957
6. Kothari, R.: “NGOs, the State and World Capitalism”, Economic and Political Weekly, Vol. 21, No. 50:2177-2182, 1986
7. Roy, S.: “Voluntary Agencies in Rural Development – Their Role, Policy and Programmes”, Indian Journal of Public Administration, Vol. 33, No.3: 454-464, 1987

8. D. Paul Chondhy, Profit of Voluntary Action in Social Welfare and Development, Siddarth Publications, New Delhi 1981- P5

**COURSE – IV: ELECTIVES**

**B: HUMAN RESOURCE DEVELOPMENT**

**Unit – I: Introduction**

- i) Concept of Human Development – Indicators & factors
- ii) Nature, Scope and Importance of HRD in the changing world
- iii) Infrastructure and Environmental priorities for HRD

**Unit – II: HRD Mechanisms**

- i) Assessment of HRD Requirements
- ii) Performance and potential Appraisal Methods and Practices; and Performance Coaching
- iii) Quality of Work life – Concept and importance

**Unit – III: Instructional Strategies for HRD**

- i) Modules and Curriculum for Instruction
- ii) Learning theories – Group, Individual and Self directed
- iii) Training and Development – On-the-Job, Off-the-Job Training, Vestibule Training and Management games

**Unit – IV: Evaluation of HRD Effect**

- i) Evaluation methods of HRD Programmes
- ii) Planning for evaluation
- iii) Globalization and Strategic HRD Programmes; Technology up gradation, Multi-skilling, Retraining and Redeployment.

**Unit – V: Concepts and Emerging Trends**

- i) Neutrality, Anonymity and Integrity
- ii) Outsourcing and downsizing and talent management
- iii) Human Resource Accounting and Audit

**Suggested Readings:**

1. T. V.Rao, Human Resource Development Sage Publication Ltd., New Delhi.
2. B. P. Arya, and Tandon, HRD.
3. Jaya Gopal. B, HRD, Sterling Publications.
4. Subba Rao P, N. Narayana and K. Gangappa, HRD in Banks.
5. Alan Mumford, Management Development – Strategies for Action, Jaico Publishing House, 1995.
6. Ashok Kumar, Human Resource Development –An Interdisciplinary approach, Anmol Publications, 1991.
7. T.V.Rao and Pareek, Udai, Designing and Managing Human Resource Systems; Oxford and IBH Publication Ltd., New Delhi
8. T.V. Rao, HRD Audit, Sage Publication, New Delhi
9. Virannai.B.R., and Rao, Kala, Economic Restructuring, Technology Transfer and HRD, Response Books, New Delhi

**COURSE – IV: ELECTIVES**  
**C: RESEARCH PROJECT AND VIVA-VOCE**

**I) PROJECT REPORT**

The Candidate shall submit a Project report on a selected topic, based on fieldwork, by latest two weeks before the commencement of IV Semester Examinations for external evaluation. The candidates have to carry out this project work under the research guidance of an allotted supervisor in the Department. No submission in time will disqualify the candidate from appearing for IV Semester Examinations and for the purpose of completion of the course, where ever necessary, the candidate would be given the opportunity to submit the project report and appear for the IV Semester examination in the immediate succeeding year.

**II) VIVA-VOCE**

The Panel of Examiners approved by the University shall conduct a Comprehensive Viva-Voce Examination for the candidate. The evaluation of project report includes conduct of Viva-Voce Examination, which will be done at the end of IV Semester Examinations

**COURSE –I V: ELECTIVES**  
**D: MANAGEMENT INFORMATION SYSTEMS (MIS)**

**Unit – I: Introduction**

- i) Organization and Information System – Concepts, Types and Characteristics
- ii) MIS – Meaning, Evolution, Definition and functions
- iii) Organizing MIS – Centralized – Decentralized IS
- iv) IS for Manpower Planning, HRM and Control

**Unit – II: MIS for Decision Making**

- i) Decision Making Concepts & Models of MIS for decision making
- ii) Decision support systems – Decision Analysis
- iii) MIS & Decision Tables – Decision Tree and Data Flow Diagrams

**Unit – III: Designation of Management Information Systems (MIS)**

- i) Planning & designing of MIS
- ii) MIS Techniques for strategic planning
- iii) Use of MIS for programmed and non-programmed decisions

**Unit – IV: Implementation of MIS**

- i) Implementation of MIS – Pitfalls and constraints
- ii) System Development plans – Gross design and detailed design concepts
- iii) Maintenance of MIS : Technical and Economic issues

**Unit – V: Use of ICT for MIS**

- i) Concept of DBMS and Components of Computerized Information Systems
- ii) Data Base Concept – Types and advantages
- iii) Data Base Control – File design – Types and Structure

**Suggested Readings**

1. Jawadekar, W. S, Management Information Systems, Tata McGraw Hill Publishing Company, New Delhi, 2002.
2. Khandare, S. S, Management Information Systems, CBS Publisher & Distributors, 2002.
3. Muneesh Kumar, Business Information Systems, Vikas Publishing House, New Delhi, 1999.
4. Henry. C. Lucas, Jr., Information Systems – Concept for Management, McGraw Hill, 1996.
5. Robert Schulters, Mary Summer, Management Information Systems – The Manager's View, 1999.
6. Murdick, Robert, Joel. E. Ross, Management of Modern Information Systems.

**COURSE – V: ELECTIVES**  
**A: PUBLIC SECTOR ADMINISTRATION**

**Unit – I: Conceptual Aspects of Economic Administration**

- i) State Intervention in Economic Activity and emergence PSUs
- ii) Salient Features of Economic systems – Economic planning in developing Countries – Nationalization policy problems and perspectives
- iii) Multi National Corporations (MNCs) and Economic Development in developing countries
- iv) LPG Trends challenges of Public Enterprises

**Unit – II: Government Policy & Structure of PSUs**

- i) Industrial Policy Resolutions before Liberalization 1948, 1956 and 1971
- ii) Liberalization Policy 1991 and its implementation
- iii) Forms of PSUs – Evolution and status of PE, in India – Departmental, Corporation and Joint stock company patterns
- iv) Powers and Functions of Governing Boards Chief Executive and other Functional Authorities – MOUs

**Unit – III: Aspects of Management - I**

- i) Personnel Management with reference to Recruitment & Training
- ii) Job Satisfaction
- iii) Management of Finances in PSUs

**Unit – IV: Aspects of Management - II**

- i) Employer – Employee Relations
- ii) Workers Participation in Management
- iii) Pricing Policy - features and practices, measurement of efficiency – consumers protection

**Unit – V: Government Control**

- i) Methods and practices of Parliamentary and Ministerial Control
- ii) Ministry – Enterprise Relations
- iii) Role of Media and Consumer Councils
- iv) Performance of PEs – Trends & issues – Impact & Effectiveness of Control

**Suggested Readings:**

1. Cherunilam, Francis, Business Government, Himalaya Publishing House, Bombay, 1990.
2. Bhaskara Rao, V., Employer - Employee Relations, Concept Publishing Company, New Delhi, 1978.
3. Malyya, M. N., Public Enterprise in India.
4. Prakash, Om, Theory and working of State Corporation.
5. Ramanadham, V. V., The structure of Public Enterprises in India.

6. Wilezyanski, J., The Economics of Socialism
7. Khera, S. S., Government in Business.
8. Arora, S. S., Administration of Government Industries.
9. Arvind, K. Sharma, A grammar of Public Enterprise.
10. A. R. C. and study, Team Report on Public Enterprise.
11. Kabra, K. N and others, Recent Trends in Economic Policies and planning in India, Social Scientist, No. 4, 1985.
12. Ashok Rao, K., "Fuses Regarding the public sector that need Public Debate". Social Scientist, June 1987.
13. Paranjapa, H. K, "New Lamps for the Old - Age Critique of the New Economic Policy, Economic & Political Weekly, Vol XX No. 36, Sept. 7, 1985.
14. Cheney, K. M, "Industrial Policy and Multinationals in India, Social Scientist, March, 1985.

**COURSE – V: ELECTIVES**  
**B: LABOUR WELFARE ADMINISTRATION**

**Unit – I: Social and Labour Welfare**

- i) Social Welfare and Social Development – differences between Social Welfare and Labour Welfare
- ii) Labour Welfare – Concept, Scope, Principles and Approaches
- iii) Welfare State and Constitutional frame work
- iv) Latest Trends in Labour Welfare Work

**Unit – II: Labour Welfare in India**

- i) Characteristics of Indian Labour Force
- ii) Industrialization – Rise of Labour problems working class movements – Role of Trade Unions
- iii) Evolution of Labour Welfare Policies
- iv) ILO – Organizations, Objectives, Functions and its impact on Labour Welfare in India

**Unit – III: Labour Welfare and Social Security Measures**

- i) Welfare Programmes – Statutory and Non-Statutory, Intra-Mural & Extra-Mural
- ii) Safety, Working conditions, Canteen, Crèches
- iii) Housing, Worker’s Education, Health, Recreation, Cooperatives, Welfare Centers, Transportation
- iv) Social Security – Insurance, ESI, Workmen Compensation, Provident fund, Gratuity

**Unit – IV: Labour Welfare Administration**

- i) History of Labour Administration – Labour Departments at Central and State Governments
- ii) Special Agencies – Director General of Employment & Training – Chief Inspector of Factories – Director General of Mines Safety – Central Board for Worker’s Education – NPC
- iii) Role of Labour Welfare Officer
- iv) Welfare of special Groups – Women work force – Child Labour – Physically Handicapped Labour – Contract Labour

**Unit – V: Welfare of Special Groups**

- i) Women Workforce and Child Labour
- ii) Physically Handicapped labour
- iii) Contract labour

**Suggested Readings:**

1. Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Publication Co., New Delhi
2. Vaid, K.N., Labour Welfare in India Sree Rama Centre for Industrial Relations and Human Resources, New Delhi
3. Sharma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publications House, Mumbai



4. Rama Chandra.P.Singh, Labour Welfare Administration in India, Deep & Deep Publications, New Delhi
5. Punekar, S.D., Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publications House, Mumbai
6. Pant, S.C., Indian Labour Problems, Chaitanya Publication House, Allahabad
7. Saxena, R.C., Labour Problems and Social Welfare, K. Nath & Co., Meerut
8. B.R. Adarkar, Report to Health Insurance for Industiral Workers, Govt. of India New Delhi
9. Government of India Report of the Royal Commission on Labour in India, New Delhi, 1983

**COURSE – V: ELECTIVES**  
**C: INDUSTRIAL RELATIONS**

**Unit – I: Introduction**

- i) Concept, Meaning and Importance of IR
- ii) Growth of Industrial Labour Force and Evolution of IR in India
- iii) Characteristics of Industrial Labour – Industrial Disputes – Causes and preventive Measures

**Unit – II: Trade Unionism in India**

- i) Trade Union Movement in India – Before and After Independence
- ii) Trade Unionism among Industrial Workers and Govt. employers
- iii) Role Trade Unions – Wage fixation, IR, Labour Welfare, Productivity related National policies – Strengths and weakness of Trade Unions

**Unit – III: Employer's Organization and Employees Associations**

- i) Origin, Growth and Role of Employer's organizations–Functions of Employer's Organizations
- ii) Government Employees service Associations – Origin, objectives, Functioning and achievements
- iii) Employers Association in Public Sectors Undertakings

**Unit- IV: IR Machinery & Implementation**

- i) IR Disputes – Causes and Consequences – Preventive Process – Workers Committees, Bipartite, Tripartite bodies – the code of conduct
- ii) Workers participation in Management – JCM-workers education, standing orders and grievance procedures, Mediation and Collective bargaining
- iii) Conciliation, Court of enquiry, arbitration, adjudication, Labour Courts, Industrial and national tribunals

**Unit – V: Industrial Disputes**

- i) Importance of industrial disputes
- ii) Industrial dispute settlement
- iii) Strikes and lockouts

**Suggested Readings:**

1. Dunlop, John. T, Industrial Relations System, Host, New York.
2. Monappa, Arun, Industrial Relations, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Chatterjee, N. N, Industrial Relations in India's Developing Economy, Allied Book Agency, New Delhi.
4. Joseph, Jerome, Industrial Relations, Global Business Press, New Delhi.
5. Sharma, A. M., Industrial Relations: Conceptual and Legal framework, Himalaya Publishing House, Mumbai.
6. John Niland, Chrissieverevis and Russel Lansburg, The future of Industrial Relations, Sage Publications, London.
7. Poole, Michael, Industrial Relations: Origins and Patterns of National Diversity, Routledge & Kegan Paul, London.
8. Government of India, Report of the National Commission on Labour in India, Government of India, New Delhi.
9. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co., New Delhi.

10. Hare, A. E. C., The First Principles of Industrial Relations, MacMillan, London.
11. Richardson, J. H., An Introduction to Industrial Relations, George Allen & Unwin, Lon

**COURSE – V: ELECTIVES**  
**D: DISASTER MANAGEMENT**

**Unit – I: Introduction:**

- i) Conceptual aspects of Disaster Management\
- ii) Importance of Disaster Management – need for study and Global Trend
- iii) Approaches to Understand Disaster Management
- iv) Disaster and Development Discourse – impact and relationship

**Unit –II: Classification of Disasters:**

- i) Types of Disasters – Natural and Man made causs and impact of disasters on lives and livelihood
- ii) Disaster Cycles Analysis and Disaster Preparedness (focusing research, education, training for risk reduction)
- iii) Disaster Mitigation – post disaster rehabilitation and resettlement
- iv) Finance for relief and rehabilitation – Issues in resource Mobilization.

**Unit – III: Disaster Management in India:**

- i) Evolution of Disaster Management in India
- ii) National policy on Disaster Management 2009 and programme
- iii) Reforms in Disaster Management – salient features of DM Act 2005
- iv) Institutional Arrangement for Disaster Management – role of central, state, Local governments, civil societies and NGOs.

**Unit – IV: Institutional Arrangement for Disaster Management**

- i) Role of central and state governments
- ii) Role of local governments
- iii) Role of civil societies and NGOs.

**Unit – IV: Disaster Management Case Studies:**

- i) Bhopal Gas Tragedy – 1990
- ii) Major Train Accident – GAISAL RAIL DISASTER, 1999
- iii) Kutch Earth Quake – 2004, Gujarath
- iv) Tsunami – 2004 South India experience & Uttarkhand Floods, 2013 (Himalyan Tasunani)

**Suggested Readings:**

1. Disaster Management, Yojana (Special Issue) Vol. No.56, March, 2012, New Delhi.
2. Naitonal Disaster Management Guidelines, Management of Drought, Sept., 2009, 2010, National Disaster Management Authority, GoI, New Delhi.
3. Govt. of India (GoI) Ministry of Home Affair (MHA) National Disaster Management Division, Disaster Management in India – A Staters Report, August, 2004
4. Govt. of India, Disaster Management Bill, 2005, New Delhi