

PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947—enacted by the Govt. of India)

FACULTY OF ARTS

SYLLABI

*1 OF 15. 12 TL ( TL ( ) ' 9 - 8*

## **APPLICABILITY OF REGULATIONS FOR THE TIME BEING IN FORCE**

Notwithstanding the integrated nature of a course spread over more than one academic year, the regulations in force at the time a student joins a course shall hold good on the day for the examinations held during or at the end of the academic year. Notwithstanding these regulations shall be deemed to debar the university from amending the regulations subsequently and the amended regulations, if any, shall apply to all students whether old or new.

### **Note :**

A candidate for M.A. examinations shall offer Psychology or Sociology or Statistics or Public Administration only if he/she has completed the prescribed courses in an affiliated college or the department concerned of the university.

**GUIDELINES FOR CONTINUOUS INTERNAL ASSESSMENT (20%) FOR REGULAR STUDENTS OF POST-GRADUATE COURSES of Public Administration (Semester System)**  
(Effective from the First Year Admissions for the Academic Session 2007-2008)

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Cont nuous Assess ent

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v In order to ncoporate an e e ent of Cont nuous Interna Assess ent of students, t e Co eges Depart ents w condct **one** wr tten test as quant fed be ow

a	rtten est	$\frac{4}{5}$	reduced to $\frac{5}{5}$
b	nap est	$\frac{4}{5}$	reduced to $\frac{5}{5}$
c	Part c pat on n C ass d scuss on	$\frac{4}{5}$	reduced to $\frac{5}{5}$
d	er Paper	$\frac{4}{5}$	reduced to $\frac{5}{5}$
e	Attendance		reduced to

**Total : 100 reduced to 20**

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### Semester-III

**Note: Students of all the Groups have to take a total of 5 papers including the 2 compulsory papers.**

#### Papers

I Development Administration (Compulsory for all groups)

#### Group A: Applied Development Administration (with special reference to India)

II Socia Policy and Welfare Administration

III Public Health Policy and Administration

I Disaster Management

People's Empowerment and Rural Governance (Compulsory)

I Administration of Non Government Organizations

II Dissertation Note Eligibility for the option is number 5 of the aggregate marks in MA Semester I and II

#### Group B: Economic Administration (with special reference to India)

II Economic Administration (Compulsory)

III Financial Management

I Human Resource Management

Company and Cooperative Law

I Administration of Non Government Organizations

II Dissertation Note Eligibility for the option is number 5 of the aggregate marks in MA Semester I and II

III Corporate Governance

#### Group C: Human Resource Management (with special reference to India)

II Socia Policy and Welfare Administration

III Labour Economics

I Human Resource Management (Compulsory)

Management of Disciplinary Proceedings

I Administration of Non Government Organizations

II Dissertation Note Eligibility for the option is number 5 of the aggregate marks in MA Semester I and II

III Corporate Governance

#### Group D: Administrative Management (with special reference to India)

II Administrative and Office Management (Compulsory)

III Financial Management

I Human Resource Management

Management of Disciplinary Proceedings

I Administration of Non Government Organizations

II Dissertation Note Eligibility for the option is number 5 of the aggregate marks in MA Semester I and II

III Corporate Governance





**UNIT-IV**

Policy transfer Concept, rationale and types Copying, Adaptation, Hybridization and  
yntesis  
Context and Adm. strat on Interface Concept and Philosophy  
Adm. strat ve reform Concept and Philosophy

**List of Readings**

Felix A. Nigro and Charles Nigro	Modern Public Administration New York: Lloyd Harper and Row
John Pfeffer and Frank Luthans	Administrative Organization New Delhi: Prentice Hall
Peter F. Drucker	Management as a Social Science: Practices Beyond the Public Sector Prentice Hall
H. Koontz and Cyril O'Donoghue	Principles of Management 4th ed. McGraw Hill
Asta Etzioni	Modern Organizations New Delhi: Prentice Hall
Robert Goebels	Public Administration as a Developing Discipline New York: Crc Press
Mott Bhatnagar	Public Administration: A Critical Essay



- C B u e n t a      Management Information Systems: A Framework for Planning and Development, Englewood Cliffs NJ Prentice Hall
- Kr s o v      Representative Bureaucracy, Englewood Cliffs NJ Prentice Hall
- Nage      Contemporary Public Policy Analysis, Alabamian University of Alabama Press
- C P B a b r      Public Administration: Theory and Practice Meerut Educational Publishers
- Bertra G r o s s      The Management of Organizations London Free Press
- M N e w a n , C u e r e r a n d E a r r e n      Management Concepts: Behaviour and Practice New Delhi Prentice Hall
- P H e r s e y a n d K H B a n c a r d      Management of Organizations: Behaviour New Delhi
- N c o a s H e n r y      Public Administration and Public Affairs, New Jersey Prentice Hall
- H e r b e r t G H c s a n d a y C G u t e t      Organizations: Theory and Behaviour New York McGraw Hill
- a e s , K A r o r a e d      Perspective in Administrative Theory New Delhi Associated
- L K a u s a n d P a r d e e p a n e d s      Public Administration in India: Emerging Trends Alabad Katab Mea
- J c e r s a n d G e o r g e K Y a r r o w      Privatization: An Economic Analysis Cambridge Mass Press
- D a v i d O s b o r n e a n d G a e b e r      Re-inventing Government: How the Entrepreneurial Spirit is Transforming

the Public Sector New York Addison  
Wesley

Dowd, David P. and Marsden, David

Learning from Abroad: The Role of  
Policy Transfer in Contemporary  
Policy Making Governance and  
International Journal of Policy and  
Administration, Volume 10, No. 1, January,  
2003, pp. 1-15

Nedley, Anthony

Policy Transfer and the Developing  
Country Experience Gap: A  
Western Perspective Available at the  
website <http://www.york.ac.uk/depts/po/news/se/esrc/>

Page, Edward C.

Future Governance and the  
Literature on Policy Transfer and  
Lesson Drawing Available at the  
website <http://www.york.ac.uk/futgov/Papers/EdPag/Paper.pdf>

ose,

Lessons from Lesson Drawing: Journal  
of Public Policy, Volume 28, No. 1, pp.

ose,

Lesson Drawing in Public Policy:  
A Guide to Learning Across the  
Atlantic New Jersey: Center for  
House

tone, Diane

Learning Lessons: Policy Transfer  
and the International Diffusion of  
Policy Ideas Available at <http://po.york.ac.uk/evresstone/>  
pdf

## Paper II – Organisational Behaviour

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be The question paper will be of

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in a compulsory and one each from four units. The compulsory questions shall comprise of 4 short answer type questions covering the whole syllabus to be answered in 40 words each. Out of which the candidate would be required to attempt any 5. Each question will carry 8 marks. Rest of the paper shall contain 10 units, each unit having two questions. Out of which the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** This paper has been introduced to assess

Thomas Coon

Management and Organization  
Beaverton New York McGraw  
Hill

Ken Blanchard and Hersey Blanchard

Management of Organization  
Beaverton Washington Pearson  
Higher Education

Stephen Robbins

Organization Beaverton  
Concepts, Controversies and  
Applications New De  
Prentice Hall

Nigel Nicholson

Encyclopaedic Dictionary of OB  
London Blackwell Publishers

Geert Hofstede and Bob Garratt

Cultures and Organizations: Inter  
Cultural Cooperation and its  
Importance for International  
New York Prentice Books

Muzaffar Khan

Organization Beaverton New  
Dehli McGraw Hill



M J K	avaara	Finance Administration and Industrial Development and
G	La	Finance Administration and Industrial Development
K P M	undra	Industrial Finance and Finance Administration New Development
P K	atta	Parliamentary Finance Control and Industrial Management Books
Ind an Ad	n strat ve efor s	eport on
Co	ss on	Finance Administration Finance Accounts and Audit Centre State at ons New Development Manager of Publications Govt of India
Ind an Inst tute of Pub c Ad	n strat on	Special Number on Administration and Accountability New Development No. XXIX
M M	ury	Government Budgeting and Finance New Development Concurrent Publications

### Paper IV – Public Personnel Administration

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 3 hours and internal assessment of 20 marks. The allowed will be 3 hours. For private students who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in view of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in all, one compulsory and one each from four units. The compulsory question shall comprise of 5 short answer type questions covering the whole syllabus to be answered in 20 words each, out

**Special Note: This paper will be taught with special reference to India.**

**Objective of the Paper:** The syllabus of this paper attempts to familiarize the students with the concept of Public Personnel Administration, cover systems in India and various aspects of Human Resource Development and uses of services and the Negotiation Machinery.

### UNIT-I

Meaning and significance of Public Personnel Administration  
Role of Public Services  
Career systems: Concept and types  
Position Classification: Concept and Bases

### UNIT-II

Concepts and significance of Human Resource Development, Human Resource Planning, Recruitment, Training, Promotion and Performance Appraisal

### UNIT-III

Doctrine of Pleasure: Safeguards against Arbitrary Punishment  
Determinants of Pay Policy  
Administrative Ethics, Code of Conduct  
Disciplinary Action

### UNIT-IV

Employer-Employee Relations  
Staff Associations and Unions: Significance and Growth  
Joint Consultative and Negotiation Machinery

### List of Readings

O'Genna, J.	Public Personnel Administration: New Dimensions Oxford and IBH Publications
Paull, P. Gours and C. A. Myers	Personnel Administration: A Point of View and a Method McGraw Hill, Kogakusha
Musto, D. Davar	Personnel Management and Industrial Relations in India New Dimensions Publishing House
Edwin B. Fippo	Principles of Personnel Management McGraw Hill, Kogakusha

John E. House ed	Public Administration in American Society McGraw-Hill Research
United Nations	New Approaches to Personnel Policy for Development New York
A. P. Axena	Planning and Development in Government New De
H. Koontz and Cyril Q. Donne	Principles of Management 40 McGraw-Hill
Administrative Services Commission	Report on Personnel Administration New De
L. Goe	Public Personnel Administration New De
Planning, Bayana and Winderling	Public Personnel and Financial Administration in India New Academics
Government of India	Report of the Commission on Centre State Relations New General Manager

### **Paper V – Economic and Social Systems**

#### **INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be The question paper will be of  
 marks and internal assessment of marks The allowed will be Hours For  
 private students who have not been assessed for the internal assessment the  
 marks secured by the candidate in the paper will be proportionately increased in lieu of the  
 internal assessment



**Special Note: This paper will be taught with special reference to India.**

**Objective of the Paper:** The endeavour of the paper is to make the students aware about the basic economic and social concepts and their relevance in the field of Public Administration. The paper will lay emphasis on the basic concepts of national income, competition, monopoly, Indian economy, social structure and social change.

### UNIT-I

Relevance of Economics to Public Administration  
Concepts: Market Mechanism, Perfect Competition, Monopoly, Monopsony, Competition, National Income  
Concept and Features: Free Market Economy, Centrally Planned Economy, Mixed Economy

### UNIT-II

Features of the Indian Economy  
Growth and Structure of the Indian Economy  
Indian Economic reforms: Concept, Rationale and Evaluation

### UNIT-III

Relevance of Sociology to Public Administration  
Concept and Elements of Social Structure: Groups, Status and Role, Norms and Values  
Social Stratification: Caste, Class, Difference and Convergence  
Social Institutions: Marriage and Family

### UNIT-IV

Social Change: Concept, Sources, Resistance  
Social Change in Contemporary Indian Society  
Social Movements and Movements: Colonialism, Regionalism and Nationalism  
Struggle

### List of Readings

Paul A. Laswell	Economics Today McGraw Hill New Delhi
Afred Cotton and Douglas C. Hague	A Text Book of Economic Theory published by Pearson Education Singapore Pvt. Ltd. Indian Branch New Delhi
A. Koutsoyannis	Modern Micro Economics Macmillan Press

Bas ngsto e/ Ha ps re and  
London/

c ard G L pse y

An Introduct on to Pos t ve  
Econo cs London Eng s  
Language Boo oc ety/

Edward ap ro

Macro Econo cs Ana ys s New

**M.A. (PUBLIC ADMINISTRATION)  
SEMESTER SYSTEM (2009 - 10)  
Semester-II**

**Paper I – Administrative Thought**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of 3 hours and internal assessment of 20 marks. The examination will be held for 3 hours. For private students who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in lieu of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidates will attempt 5 questions in all, one compulsory and one each from four units. The compulsory question shall comprise of 5 short answer type questions covering the whole syllabus to be answered in 100 words each. Out of the whole candidate would be required to attempt any 5. Each question will carry 20 marks. Rest of the paper shall contain 4 units, each unit having two questions. Out of the whole candidate would be expected to attempt one. Each question from the units will carry 20 marks.

**Objective of the Paper:** This paper attempts to make the students of Public Administration aware of various theories and thoughts of various classical, neo-classical and modern thinkers in the area of administration and organization.

**UNIT-I**

Fayol, Henry Fayol, Luther Gulick and L. B. Gilbreth

**UNIT-II**

Max Weber, Elton Mayo, Mary Parker Follett, Chester I. Barnard

**UNIT-III**

Abraham Maslow, Frederick Herzberg, Douglas McGregor, Herbert A. Simon

**UNIT-IV**

Fredriggs, Peter F. Drucker, Max Weber, Gandhiji, Kautsky



Jerzy Zeac

History of Economics  
Greenwood

Porter

The Genesis of Modern Management  
London Arnold

Michael Foucault

Discipline and Punishment  
Harmondsworth Penguin

Claude George

The History of Management Thought  
New Delhi Prentice Hall

## Paper II - Research Methods

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 3 hours and internal assessment of 20 marks. The awarded will be 120 hours. For private students, who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in lieu of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in all, one compulsory and one each from four units. The compulsory question shall comprise of 5 short answer type questions, covering the whole syllabus, to be answered in 40 words each. Out of the candidate would be required to attempt any 4. Each question will carry 10 marks. Rest of the paper shall contain 10 units, each unit having two questions, out of which the candidate would be expected to attempt one. Each question from the units will carry 10 marks.

**Objective of the Paper:** The students offering Research Methods will be familiarizing themselves with the Basics of Research Techniques. The students will understand various methods of data collection, interpretation and analysis. Besides this, they will be able to understand the application of statistical concepts in social science research.

### UNIT-I

Nature of Science and Scientific Method

Basic Elements of Research Research Problem Selection and Formulation, Review of Literature, Concepts Definition and Functions

### UNIT-II

Hypotheses Definition Features and Types and Testing Procedures  
Research Design Definition, Contents and Types

Survey Research and Case Study Method  
Application Concept and Types

### UNIT-III

Methods of Data Collection Documents, Observation, Interview and Questionnaire  
Data Processing Editing, Coding and Tabulation  
Graphical Representation

### UNIT-IV

Measures of Central Tendency Mean, Median and Mode  
Dispersion  
Linear and Rank Correlation  
Report Writing

#### List of Readings

- |   |  |
|---|--|
| Carey E. Metzger, Marie J. Onda<br>Morton Deutsch, Robert C. Coombs | Research Methods in Social Sciences<br>New York Holt Rinehart and<br>Winston   |
| C. A. Moser and G. Kerton   | Survey Methods in Social Investigation<br>London The English Language Book<br>Society and Heinemann Educational Books<br>Paperback Edition |
| Pauline Young   | Quantitative Research and Surveys<br>Indiana Publishing House, Paperback<br>Edition  |
| Paul J. Goode and<br>Paul K. Hatt                                   | Methods in Social Research<br>Publications, Paperback Edition  |
| P. Gupta  | Statistical Methods New Dehra Dun<br>Chand and Sons, 1971 Edition Reprint  |
| Arthur L. Bowley  | Elements of Statistics New York<br>Kaplan Press Incorporated   |
| Murray Spiegel  | Theory and Problems of Statistics New<br>York McGraw Hill International Book<br>Company, Paperback Edition                                 |
| David Nacas and Clara Nacas   | Research Methods in the Social Sciences<br>New York The McGraw-Hill Press, Revised<br>Edition  |

## Paper III – Public Policy and Administration

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be 100. The question paper will be of 3 hours and internal assessment of 20 marks. The total marks will be 120. For private students who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in lieu of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidates shall attempt 5 questions in a compulsory and one each from four units. The compulsory questions shall comprise of 5 short answer type questions covering the whole syllabus to be answered in 100 words each. Out of the candidate would be required to attempt any 5. Each question will carry 20 marks. Rest of the paper shall contain 4 units, each unit having two questions. Out of the candidate would be expected to attempt one. Each question from the units will carry 10 marks.

**Special Note: This paper will be taught with special reference to India.**

**Objective of the Course** – This course on Public Policy comprehensively introduces the concept and significance of public policy, the history of policy sciences and the public policy process. At the end of the course the student will have an understanding of the growth of policy sciences, the significance and different stages of the public policy process, the theoretical foundations as well as the working of this process with special reference to India.

### UNIT-I

Public Policy Concept, Significance, Types  
History of Policy Sciences post World War II  
Policy Analysis: Concept, Significance, Policy Analysis process

### UNIT-II

Public Policy Making Process: Role of Legislature, Executive and Judiciary, Planning Commission and NDC  
Other stakeholders in Policy Making: Parties, Interest Groups, Mass Media, Civil Society, and International Agencies

### UNIT-III

Public Policy Implementation, Monitoring and Control: Approaches to Policy Implementation: Role of Executive with special reference to Bureaucracy, Legislature,

Judiciary, Non Governmental Organisations, Pressure Groups, Major Issues and Problems in Policy Implementation

#### UNIT-IV

Policy Evaluation Approaches to Policy Evaluation and Policy Impact Criteria for Evaluation Role of Staff, CAG, Parliamentary and Departmental Committees in Evaluation, Problems in Policy Evaluation

#### List of Readings

Anderson, James E

Public Policy Making New York  
Houghton Mifflin Co., 1970, 5

Ayyar, Madhyanath

Public Policy Making in India New Delhi  
Pearson

Basu, D D

Constitution of India New Delhi Prentice  
Hall of India, 1971, 5

Dowd, David P and Mars, D

Introduction to Public Policy New York, 1970, 5



Nage, Stuart	Public Policy Goals, Means and Methods New York: Martin Press.
Nedley, Anthony	Policy Transfer and the Developing Country Experience Gap: A Global Perspective Available at the website <a href="http://www.yor.ac.uk/depts/po/news/essrc/">http://www.yor.ac.uk/depts/po/news/essrc/</a>
Page, Edward C	Future Governance and the Literature on Policy Transfer: Lesson Drawing Available at the website <a href="http://www.yu.ac.uk/futgov/Papers/EdPagePaper.pdf">http://www.yu.ac.uk/futgov/Papers/EdPagePaper.pdf</a>
Palmer, John H. & G. M. Mer	Handbook of Public Administration Florida: Taylor & Francis Group, 1997 2nd Edition
Pose	Lesson Drawing in Public Policy: A Guide to Learning Across the Atlantic New Jersey: Cato Institute
Pratt, K	Public Policy Formation: Implementation and Evaluation New Delhi: TERI, 1998 2nd Edition
Robinson, D. Ane	Learning Lessons: Policy Transfer and the International Diffusion of Policy Ideas Available at <a href="http://poaffa.cba.yale.edu/res/stone.pdf">http://poaffa.cba.yale.edu/res/stone.pdf</a>
Roberts, B.	World Development Report 2000: Managing Transitions for Poor People Washington, DC

## Paper IV - Administrative Law

### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

The Maximum Marks for the paper will be the question paper will be of 100 marks and internal assessment of 20 marks. The total marks will be 120. For private students, who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in view of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

→ The candidate shall attempt <sup>5</sup> questions in a compulsory and one each from four units → ourG

I P Massey	Administrative Law New Delhi, 1964, 2nd edn, reprint.
Cabra	Administrative Law New Delhi, 1964, Deep and Deep.
Kar	Directives Principles and Fundamental Rights New Delhi, 1964, Deep and Deep.
M Mehta	Indian Constitutional Law New Delhi, 1964, Deep and Deep.
P Mutuswa	Madras Manual of Disciplinary Proceedings for Central Government Employees Madras, 1964, Madras Publishers.

**Paper V – Indian Political and Administrative Systems**

**UNIT-II**

Po t ca Execut ve at t e n on Leve President, Pr e M n ster and Counc of  
 M n sters  
 n on Leg s ature Lo ab a and a ya ab a Co pos t on and Funct ons  
 Jud c ary upre e Court, Jud c a ev ew

**UNIT-III**

tructure of Centra Ad n strat on a M n stry a Depart ent  
 Cab net ecretar at gn f cance, Funct ons and o e  
 Pr e M n ster Off ce gn f cance, Funct ons and o e  
 E ect on Co ss on tructure, Funct ons and o e

**UNIT-IV**

Centre tate e at ons Leg s at ve and Ad n strat ve  
 e at ons p between Po t ca and Per anent Execut ve  
 Genera sts and pec a st n Ad n strat on

**List of Readings**

Gabr e A A ond and Ja es Co e an	➤ e Po t cs of Deve op ng Area Pr nceton n vers ty Press
Luc an Pye	Aspects of Po t ca Deve op ents Boston L tt e Brown
Nor an D Pa er	➤ e Ind an Po t ca yste , New Yor Houg ton M ff n
Luc an Pye and dney erba eds Edward s	Po t ca Cu ture and Po t ca Deve op ent Pr nceton P P Po t ca Deve op ent n t e New tates➤ e Hague Mouton
Iqba Nara n ed	tate Po t cs n Ind a Meerut, Meena s
Granv e Aust n	Ind an Const tut on Oxford C aredon
r ra Ma es war	Ind an Ad n strat on New De Mac an, t ed t on,

Herbert H Hy an

Po t ca oc a zat on New De  
A er can Pub s ng

a es K Arora and a n Goya

Ind an Pub c Ad n strat on New  
De s wa Par as an

Avast and Avast

Ind an Ad n strat on Agra Lux  
Nara n Aggarwa

Ma nder ng andHos ar ng

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Ind an Ad n strat on Ja pur

carry marks. Rest of the paper shall contain units, each unit having two questions. Out of written and date would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** In the third 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 preparation related to various dimensions of Development Administration. Broad coverage of interdisciplinary topics students gain a working theoretical grasp of the specialized areas of the course. The coursework covers concept and significance of Development, Sustainable Development and Development Administration. Now countries are characterized into developed and developing words, besides covering Planning, Public Enterprises, Population, Nationalism, Role of Bureaucracy, Administrative Capacity and Peoples Participation.

### UNIT-I

Concept and significance of Development  
Sustainable Development Concept and significance  
Development Administration Concept and significance  
Main Characteristics of Developed and Developing Countries

### UNIT-II

Administrative Capacity and Development Administration  
Organization for Development Planning a Centre, State and District Levels  
Role of National System in Development

### UNIT-III

Public Enterprises Concept and rationale  
Forms of Organization Departmental, Undertakings, Statutory Corporations and Government Companies  
Industrial Policies and major subsequent developments


### UNIT-IV

Population Policy and Development  
Role of Bureaucracy in Development  
Peoples Participation in Development

## **List of Readings**

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questions out of which the candidate would be expected to attempt one. Each question from the units will carry 5 marks.

**Objective of the Paper:** The paper attempts to familiarize the students with various aspects of social welfare in India by emphasizing on policy, programmes and administration of the weaker sections, the administration set up and the legislations in this area.

### Unit-I

Social Welfare Concept and Significance  
Social Policy Concept and Significance  
Welfare State Concept and Philosophy  
Social Welfare Administration Concept, Nature and Scope

### Unit-II

Social Legislation in India: An Overview  
Suppression of Immoral Traffic and Girls Act  
Protection of Women from Domestic Violence Act  
The Juvenile Justice (Care and Protection) of Children Act

### Unit-III

Organization and Functions of the Ministry of Social Justice and Empowerment  
State Social Welfare Department, Central Social Welfare Board, State Social Welfare Board  
Role of NGOs, Voluntary Organizations for Social Welfare

### Unit-IV

Policy, Programmes and Administration for Welfare of Children  
Policy, Programmes and Administration for Welfare of Women and Child  
Policy, Programmes and Administration for Welfare of Aged  
Policy, Programmes and Administration for Welfare of Drug Addicts

### List of Readings

Friedlander, Walter A. Apte, Robert Z. Introduction to Social Welfare. New Delhi: Prentice Hall.

Madan, G. Indian Social Problems. Vol. II. Social Work. New Delhi: Arjun Publishers Ltd. Reprint.

Robson, J. A. Welfare State and Welfare Society. London: Allen and Unwin.

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Deep

Gangrade. K D

oc a Leg s at on n Ind a De  
Concept Pub s ng House.

J Fand. Bu sara M er a

Perspect ve n oc a e fare n  
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D Pau C owd ary

oc a e fare Ad n strat on  
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## List of Readings

Brendra Nat G os	A treat se on Hyg ene and Pub c Hea t Ca cotta c ent f c Pub s ng Co pany
H Han on Jo n	Pr nc p es of Pub c Hea t Ad n strat on t Lou s C Mos ey Co
K an v	P ann ng Ind a s Hea t Or ent Long an
L Goe	Hea t Care Ad n strat on New De ter ng Pub s ers
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## Semester III (Group A)

### Paper-IV: Disaster Management

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

➤ The Maximum Marks for the paper will be 40. The question paper will be of 3 hours and internal assessment of 10 marks. ➤ The allowed will be 3 Hours. For private students who have not been assessed for the internal assessment, the marks secured by the internal paper will be proportionately increased in lieu of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

➤ The candidate shall attempt 5 questions in a compulsory and one each from four units. ➤ The compulsory questions shall consist of 4 short answer type questions covering the two essays to be answered in 50 words each. ➤ Out of which the candidate would be required to attempt any 3. Each question will carry 10 marks. ➤ Rest of the paper shall contain 4 units, each unit having two questions. ➤ Out of which the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** ➤ This paper has been introduced for the students of Public

## UNIT-I

D Disaster Concept Disasters

Natural Disasters Earth quakes, volcanic eruptions, Floods, Cycles, Climate Change  
Man made Disasters Anthropogenic, degradation, Desertification, Deforestation

## UNIT-II

Disaster Management Act

Organizational Framework for Disaster Administration, National and Local  
level, National Disaster Management Authority, State Authority

## UNIT-III

Role of Information Technology and Information Systems in Disaster Management  
Interstate and International Cooperation for Disaster Management

Role of NGOs, Corporates, Civil Society, Community, Army and Police in Disaster  
Management

## UNIT-IV

Disaster Reduction Sustainable Development

Disaster Preparedness, Relief and Rehabilitation

Disaster Management Training

## List of Readings

Asian Development Bank

Disaster Mitigation in Asia and the  
Pacific Manila ADB

Goyal, L

Encyclopedia of Disaster Management  
New Delhi Deep and Deep

Govt of India, National Disaster Management

Disaster Risk Management Programme  
Community Based Disaster  
Preparedness and Reduction  
A Group Participation of Committees  
and Local Government  
[www.ndmna.nic.in/EN/Projects/gou/ndp.pdf](http://www.ndmna.nic.in/EN/Projects/gou/ndp.pdf)

Monappa, K C

Disaster Preparedness, A Study, Public  
Agencies, New Delhi

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D saster Manage ent New De  
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F rt ng t D saster Pub c  
Manage ent n Cr s s tuat ons  
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a sey Gary L and  
Aaron D c roeder

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o No May June

**Semester III (Group A)**

**Paper - V: People's Empowerment and Rural Governance (Compulsory)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be The question paper will be of  
marks and internal assessment of marks The allowed will be Hours For  
private students who have not been assessed for the internal assessment the  
marks secured by the entire paper will be proportionately increased in view of the  
internal assessment

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in a compulsory and one each from  
four units The compulsory question shall comprise of 5 short answer type  
questions covering the whole syllabus to be answered in 50 words each out

questions out of which the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** The present paper would enable the students familiar with the growth and concept of Panchayati Raj. Besides this the students will understand the structure, functions of various levels of Panchayati Raj. Further, the students will be able to understand the post-1976 Amendment Act changes and Challenges faced by it.

### UNIT-I

People's Empowerment Concept and its importance

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N M s ra	Panc ayat a Bureaucracy and ura Deve op ent New De IIPA
N C aturved and Ab t Datta	Loca Govern ent New De IIPA
B D B adour a and P Dubey	Panc ayat a and ura Deve op ent New De Co onweat Pub s ers
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N Mat ur	Nyaya Panc ayats as Instru ents of



Peter Oa ey, et a

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### Semester III (Group A)

#### Paper - VI: Administration of Non-Government Organisations (Common in Groups A,B,C & D Paper-VI)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

4 e Max u Marks for t e paper w be 4 e quest on paper w be of  
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pr vate students, w o ave not been assessed for t e nterna assess ent, t e  
ar s secured by t e n t e paper w be proport onate y ncreased n eu of t e  
nterna assess ent

**The Paper-Setter must put a note in question paper in this regard.**

4 e cand date s a atte pt<sup>5</sup> quest ons n a one co pu sory and one eac fro  
four un ts 4 e co pu sory quest on s a co pr se of <sup>5</sup> s ort answer type  
quest ons, cover ng t e w o e sy abus, to be answered n <sup>4</sup> words eac , out  
of w c t e cand date wou d be requ red to atte pt any Eac quest on w  
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quest ons, out of w c t e cand date wou d be expected to atte pt one Eac  
quest on fro t e un ts w carry <sup>4</sup> ar s

**Objectives of the Course:** 4 s course s des gned to prepare future NGO and Pub c  
Ad n strat ors to understand t e t eoret ca conceptua zat on of t e NGO and t e NGO

Role of NGOs in the Provision of Public Goods and Services  
Organizational Forms and Governance Structures of NGOs, Trust, Society, Company

### UNIT-II

Sources of NGO Funding: Internal, External Sources  
Government Grants: Eligibility, Requirements, Procedures  
Foreign Grants: Eligibility, Requirements, Procedures  
Salient Features of FCRA

### UNIT-III

Issues of Governance: Capacity Building, Accountability in NGOs  
Formulation of a Project Proposal: Funding, Monitoring and Evaluation arrangements  
NGO-Government Interface in India

### UNIT-IV

Self-Employed Women's Association (SEWA) Organization: Functions and Working  
Indean Red Cross: Organization, Functions and Working  
NDP Organization: Functions and Working

### Reading List

Assoe Carter

NGOs: An Alternative Democracy in Haryana  
Karear Independent India: The First Fifty Years  
New Delhi: Indian Council for Cultural Relations  
and Oxford University Press.

Bawa, Noora Anand

Non-Government Organizations in Development  
Theory and Practice: New Delhi: Kanisara  
Publishers, Distributors.

Charles Handy

Understanding Voluntary Organizations: How to  
Make Them Function Effectively. London: Penguin  
Books.

Government of India

An Act on Plan to bring about Collaborative  
Relationships between Voluntary Organizations and  
Government. CAPA, New Delhi: Government  
of India. <http://pcserver.nco.nngo.org/reports.aspx>

Indian Red Cross

<http://www.indianredcross.org>

K D Gangrade and  
Suryawoorty

NGOs: Retrospect and Prospect in India  
Jan. NGOs in Development: Perspective. New  
Delhi: Fredrick Ebert Stiftung.

Ka ta Prasad ed

NGOs and soc o Econo c Deve op ent  
Opportun t es New De Deep and Deep  
Pub cat ons Pvt Ltd

M Mo anty and A K ng

o untar s and Govern ent Po cy, Progra e  
and Ass stance, o untary Act on Networ Ind a  
ANI, ttp pcsrver n c n ngo reports aspx

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Prav n sar a eds

oc a C ange, roug o untary Act on New  
De age Pub cat ons

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NGOs n t e C ang ng cenar o New De ppa  
Pub s ng House

Nab Ku ar Ja n

Handboo for NGOs An Encyc opaed a for Non  
Govern enta Organ sat ons and o untary  
Agenc es o s I II New De Nab  
Pub cat ons

P ann ng Co ss on

Proceed ngs of t e A Ind a Conference On e  
o e Of e o untary ctor In Nat ona  
Deve op ent  
ttp pcsrver n c n ngo reports aspx

B. Jan NGOs in Development Perspective New  
 De... ve Pra as an...  
 e f E p oyed o en s Assoc at on <http://www.sewa.org>  
 n ted Nat ons Deve op ent Progra e <http://www.undp.org/n>

**Semester III – (Group A)**  
**Paper-VII: Dissertation**

**M.A. (PUBLIC ADMINISTRATION)**

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**Semester-III (Group B)**

**Paper-II: Economic Administration (Compulsory)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

→ The Maximum Marks for the paper will be → The question paper will be of  
 marks and internal assessment of marks → The allowed will be Hours For  
 private students who have not been assessed for the internal assessment, the  
 marks secured by the entire paper will be proportionately increased in lieu of the  
 internal assessment

**The Paper-Setter must put a note in question paper in this regard.**

→ The candidate shall attempt<sup>5</sup> questions in a compulsory and one each from  
 four units → The compulsory questions shall comprise of<sup>4</sup> short answer type  
 questions covering the whole syllabus to be answered in<sup>5</sup> words each, out  
 of which the candidate would be required to attempt any → Each question will  
 carry marks → Rest of the paper shall contain units, each unit having two  
 questions, out of which the candidate would be expected to attempt one → Each  
 question from the units will carry<sup>5</sup> marks

**Objective of the Paper:** → This paper would be compulsory for the students specialising  
 in Economic Administration with special reference to India and during the course of  
 study they will be familiarized with the economic modes of the government, industrial  
 policies and economic engagements. In addition, the students would be taught about the  
 promotional role of state by referring to various promotional and infrastructural public  
 sector undertakings

**Unit-I**

Economic Administration Nature and scope  
 Market Failure → the rationale for Government Intervention

Misses of the theory of Market Failure  
state versus Market Debate

### Unit-II

Economic Modes of Government  
Monetary Policy Concept, Objectives, Instruments and Administration  
Fiscal Policy Concept, Objectives, Instruments and Administration

### Unit-III

Economic Legislation, Pioneering and Overview  
Industrial Development and Regulation Act, 1946  
Foreign Exchange Management Act,  
Competition Act

### Unit-IV

Industrial Policy Resolutions, 1947 and New Industrial Policy,  
Provisional Role of State  
Industrial Finance Corporation of India (IFCI) Organizational structure,  
Objectives and Role  
Industrial Development Bank of India (IDBI) Organizational structure,  
Objectives and Role  
Industrial Development Bank of India (IDBI) Organizational structure,  
Objectives and Role

### List of Reading

United Nations

Organization, Management and Supervision of  
Public Enterprises in Developing Countries New  
York, N.Y.

	Potter's of Government Owners p New York or d Ban
teppan J Be ey	Pub c ector Econo cs eory, Po cy and Pract ce London
Govt of Ind a	Five Year Plan Docu ents
ax ana s	Econo c Laws New De ax ann Pub cat ons P Ltd
K M s ra and K Pur	Ind an Econo y Its Deve op ent Exper ence H aaya Pub s ng House, New De

**Semester III (Group B)**  
**Paper III – Financial Management**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be the question paper will be of 4 hours and internal assessment of 4 hours. The total marks will be 100. For private students, who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in view of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in all, one compulsory and one each from four units. The compulsory questions shall comprise of 5 short answer type questions, covering the whole syllabus, to be answered in 40 words each. Out of the whole candidate would be required to attempt any 4. Each question will carry 4 marks. Rest of the paper shall contain 4 units, each unit having two questions, out of the whole candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** The Paper will introduce to the students with the concept of financial management of public enterprises. It will also discuss their capital structure, working capital requirements and also to analyse their profitability and resource management. The students will also be made familiar to the concept and analysis of various management discussions of various aspects of public enterprises and non-credit cooperatives.

**Unit-I**

Nature and problems of financial management in public enterprises and non-credit

**Unit-II** cooperatives, Government resources, national income, national product, national e

Capita Budgeting and Cost Benefit Analysis

### **Unit-III**

Techniques of Financial statement analysis ratio analysis, current ratios, long term solvency ratios, profitability ratios and return on investment. Concept and techniques used for construction of fund flow and cash flow statements, working capital analysis

### **Unit-IV**

Cost volume profit analysis for management decisions, calculation of break even point.

J Batty

Management Accountancy London



## UNIT-I

Human Resource Management Concept and significance  
Manpower Planning Concept, significance and steps  
Job Analysis and Job Description Concept and significance

## UNIT-II

Recruitment Concept, sources, Methods and Modes  
Promotion Concept, types  
Training Concept, types, selection questions  
Employee Appraisal Concept and selection questions

## UNIT-III

Wages Concept, types and Determinants  
Job Evaluation Concept and selection questions  
Fringe Benefits Concepts and types

## UNIT-IV

Industrial Accidents Concepts, Causes and Remedies  
Employee turnover Concept, Causes and Remedies  
Absenteeism Concept, Causes and Prevention

## List of Readings

Paul Pargors and Charles Myers

Personnel Administration A Point  
and a Method McGraw Hill

David Yoder

Personnel Management and  
Industrial Relations Prentice Hall of  
India

Edwin Fippo

Principles of Personnel Management  
McGraw Hill

Musta Davar

Personnel Management and  
Industrial Relations in India as  
Published by House

P. G. Gos

Personnel Administration in India  
and a Publication

C. B. Mahoraja

Personnel Management, New Delhi  
Haryana Publication House



## **Unit-II**

raising of Funds, Prospectus, Contents and registration  
of Shares and Debentures, Meaning and types, Allotment and transfer  
of Shares and Debentures, Borrowing and Investment by the Company

## **Unit-III**

Company Management, Appointment, Position, Powers and Duties of the Board of  
Directors and Managing Director  
Reconstruction, amalgamation and winding up of Companies

## **Unit-IV**

Co-operatives: Concept, significance and types



### Unit-III

Rights and Privileges of Shareholders and Investors  
 Board of Directors - Types, Composition, Functions  
 CEO Appointment, Functions, Role

### Unit-IV

Evolution of Corporate Governance in India  
 Corporate Governance in Public Enterprise  
 Corporate Governance in India and Future Trends

### Reading List

A C Fernando	Corporate Governance - Principles, Policies Practices - Dorling Kindersley Pvt Ltd,
N Gopasamy	Corporate Governance - The New Paradigm for Public Sector,
Desai Prasad	Corporate Governance - New Dimensions India Pvt Ltd,
Ang	Corporate Governance - Global Concepts

M K e ga	Corporate Governance    restructur ng of Industr es A ba a    sdo Pub cat ons
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C L Bansa	Corporate Governance Law Pract ce Procedures w t Case tud es New De    ax an A ed erv ces Pvt Ltd
Xav er ves	Corporate Governance eoret a E p r ca Perspect ves Ca br dge    vers tr    br L    na n r

differentiate and auto at on n add t on to a e t e aware of t e prob e s of  
 ndustr a and agr cu tura abour

### **UNIT-I**

Labour Econo cs Nature and cope

Concept of Labour as a factor of Product on

Genera Features and Prob e s of Labour n Deve op ng and Deve oped Countr es

### **UNIT-II**

ne p oy ent Mean ng Causes and e ed es

age D fferent a s Intra Industry, Inter Industry, Inter Manage ent and Occupat ona

C B Ma or a	Dyna cs of Industr a e at ons Bo bay H a aya
N M sra	An Introduct on to Labour and Industr a Laws A a abad A a abad Law Agency
udar Dutt and K P M undara	Ind an Econo y New De C and

**Semester III – Group (C)**  
**Paper IV: Human Resource Management (Compulsory)**  
**(Common in Groups B,C & D Paper-IV)**

**Semester III – Group (C)**  
**Paper V: Management of Disciplinary Proceedings**  
**(Common in Groups C&D Paper-V)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

➤ The Maximum Marks for the paper will be ➤ The question paper will be of  
 100 marks and internal assessment of 20 marks ➤ The allowed will be 3 Hours For  
 private students who have not been assessed for the internal assessment, the  
 marks secured by the internal paper will be proportionately increased in lieu of the  
 internal assessment

**The Paper-Setter must put a note in question paper in this regard.**

➤ The candidate shall attempt 5 questions in all one compulsory and one each from  
 four units ➤ The compulsory questions shall comprise of 5 short answer type  
 questions covering the whole syllabus to be answered in 40 words each ➤ out  
 of which the candidate would be required to attempt any 5 ➤ Each question will



**UNIT-II**

Major Punishments Suspension Dismissal and Reinstatement  
 Minor Punishments Censure Withdrawing of Privileges Pay Recovery  
 Fundamentals of Departmental Enquiries

**UNIT-III**

Scope and Jurisdiction of Natural Justice in Disciplinary Proceedings  
 Corruption and Misconduct in Public Services  
 Application of Legal Measures

**UNIT-IV**

Remedies for Public Servants against Unconstitutionality and Illegal Actions of the State

K C eare	Ma ad n strat on and ts e ed es
M C J Kagz and Ba b r ng	A Case boo of Law New De Metropo tan Boo Co pany Ltd, Latest ed
M P Ja n and N Ja n	Pr nc p es of Ad n strat ve Law Nagpur ad wa and Co pany t ed
Ma es war	Ad n strat ve efor s n Ind a New De Mac an Ind a Ltd,
P a a Kr s na	Gu de to Depart enta Enqu r es aga nst Govern ent ervants And ra Law es
P Mut uswa y	wa y s anua on D sc p nary Proced ngs Madras wa y Pub s ers, t ed

### Semester III – (Group (C))

#### Paper VI: Administration of Non-Government Organisations



- Gadgil, V. K. Office Management for Public Administration Principles and Practices New Delhi Concept Publishing Company.
- Goswami, Prasanta K. Office Management Principles and Practices New Delhi Sultan Chand and Sons.
- Gopalswami, P. Handbook of Materials Management New Delhi Prentice Hall of India.
- Heys, Charles. Handbook of Office Management and Administrative Services. New York McGraw Hill.
- Leffingwell, H. and E. M. Johnson. Text Book of Office Management. New Delhi McGraw Hill.
- Littelfield, J. and Others. Management of Office Operations New Delhi Prentice Hall.
- Lubbe, Zane K. Introduction to Administrative Office Management Cambridge International Publishers.
- Maddipati, P. N. and H. Appanna. Office Organization and Management New Delhi Haryana Publishing House.
- Mahapatra, K. and K. Gupta. Office Management Ludhiana Kalyan Publishers.
- Merrill, G. Office Management and Control. The Administrative Management of Information Irwin Home Book.
- Metcalfe, G. Office Practice Made Simple London The English Language Book Society.

**Semester III – Group D**  
**Paper-III: Financial Management**  
 (Common in Group B&D Paper-III)

**Semester III – Group (D)**  
**Paper IV: Human Resource Management (Compulsory)**  
 (Common in Groups B,C & D Paper-IV)

**Semester III – Group (D)**  
**Paper V: Management of Disciplinary Proceedings**  
 (Common in Groups C&D Paper V)

**Semester III – Group (D)**  
**Paper VI: Administration of Non-Government Organisations**  
 (Common in Groups A ,B,C &D Paper-VI)

**Semester III – (Group (D)**  
**Paper-VII: Dissertation**

**Semester III (Group D)**  
**Paper VIII: Corporate Governance**  
 (Common in Groups B, C &D)

**M.A. (PUBLIC ADMINISTRATION)**  
**SEMESTER SYSTEM (2009 - 2010)**  
**Semester IV (Groups A, B, C and D)**

**Paper-I: Emerging Areas in Public Administration (Compulsory Paper for all Groups)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

➤ The Maximum Marks for the paper will be ➤ The question paper will be of  
 100 marks and internal assessment of 20 marks ➤ The allowed will be 3 Hours For  
 private students who have not been assessed for the internal assessment the

concept, eg's at on and ad n strat ve setup n t e areas of env ron ent, consu er protect on, u an r g ts and regu atory ad n strat on

### **Unit-I: Environmental Administration**

Env ron enta Ad n strat on Concept and gn f cance  
 The Env ron ent Protect on Act  
 Centra Po ut on Contro Board Organ sat on, Funct ons and o e  
 Pun ab Po ut on Contro Board Organ sat on, Funct ons and o e

### **Unit-II: Consumer Protection and Administration**

Consu er Protect on Concept and gn f cance  
 Consu er Protect on Act, w t a end ents  
 Ad n strat ve etup of t e Consu er D sputes  
 edressa Agenc es Nat ona, tate and D str ct Leve

### **Unit-III: Human Rights and Administration**

Hu an g ts Concepts and gn f cance  
 n versa Dec arat on of Hu an g ts  
 Nat ona Hu an g ts Co sson Organ sat on, Funct ons and o e  
 Pun ab state Hu an g ts Co sson Organ sat on, Funct ons and o e

### **Unit-IV: Regulatory Administration**

regu atory Ad n strat on Concept and gn f cance  
 The eco regu atory Aut or ty of Ind a t ructure, Funct ons and o e  
 Insurance regu atory and Deve op ent Aut or ty of Ind a t ructure, Funct ons and o e  
 Centra E ectrc ty regu at on Co sson t ructure, Funct ons and o e

### **Suggested Readings**

Ganes Kawad a Kan a ya A u a	Env ron enta Issues of Deve op ent, The Assoc ated Pub s ers, A ba a Cantt, Ind a
N C ary nod yasa u	Env ron ent Manage ent and Ind an Perspect ve, Mac an
P Jaswa and Jaswa N s t a	Env ron enta Law, P oneer Pub cat ons
a an Gob nd Mu und	G oba Env ron enta Po ces Oxford n vers ty Press
Gurnax ng a	Law of Consu er Protect on,

Barat Law Publications, Jaipur

▼ K Aggarwa

Consumer Protection Law  
Practicals, BLH Publishers Ltd., New  
Delhi

Cheena Gabbri

Consumer Protection  
Administration, Deep Deep  
Publications, New Delhi

Adarsh Subban

Human Rights Policy,  
Protection, Protection and  
Perspectives, The Associated  
Publishers, Allahabad, India

M Ansari

Protecting Human Rights,  
Maxford Books, New Delhi

Janusz Jonides

Human Rights Concepts and  
Standards, Law Publications,  
New Delhi

Jhera

The Inverse of Human Rights

Potter and Law's The Public  
Sector McGraw Hill's Book  
Company, New York

under and Karar

Framework for Infrastructure  
Regulation and Energy Research  
Institute Press

Karar Leena Ravastava

Reforms in the Infrastructure  
Sectors Next Steps and  
Energy Research Institute

**Semester IV (Group A)**  
**Paper II: Public Enterprise Management**  
**(Common in Groups A,B,C Paper-II)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 100. The question paper will be of  
three hours and internal assessment of 20 marks. The total marks will be 120. For  
private students who have not been assessed for the internal assessment, the  
marks secured by the candidate in the paper will be proportionately increased in view of the  
internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in all, one compulsory and one each from  
four units. The compulsory question shall be of 10 marks and the other four questions shall be of 15  
marks each. The total marks for the paper shall be 100. The candidate will be expected to attempt  
one question from each unit. Each question will carry 20 marks. The candidate will be expected to  
attempt one question from each unit. Each question will carry 20 marks.

**Objective of the Paper:** This paper covers various aspects of Public Sector and Public  
Sector Undertakings in India. In particular, the paper covers various forms of  
organization, governing boards, privatization and performance of central public sector  
enterprises in India.

**Unit-I**

Public Enterprise Concept, Definition and Objectives  
Role of Public Sector in the Indian Economy  
Organization, Forms, Departmental Undertaking, Public Corporation, and Government  
Company



## Unit-II

Govern ng Boards-4 types, Functions, size and Composition  
Legislatve Control over Public Enterprises  
Minstral Control over Public Enterprises

## Unit-III

Pr c ng and Public Enterprises  
Public sector reforms, Performance Contract system, Memorandum of Understanding, MO  
Professionalisation of Boards of Governance in India

## Unit-IV

Disinvestment Objectives, Methods, Machinery and Assessment  
Privatisation- theory, Objectives, Methods, Procedure, and Assessment, Lessons from the UK Experience  
Contracting Out- Concept, Privatisation, Contracting Out Local Services

### List of Readings

K. Era	Govern ment n Business De Nat ona,
A. H. Hanson	Public Enterprises and economic Deve op ent London Routledge and Kegan,
United Nations	Organ sat on, Manage ent and superv s on of Public Enterprises n Deve op ng Countr es New York, N,
Govern ment of India	Ad n strat ve efor s Co ss on, report on Public nderta ngs New De
United Nations	Measures for Improv ng the Perfor ances of Public Enterpr ses n Deve op ng Countr es New York
K. Gupta	Issues n Public Enterprises New De C and
Lax Naran	Prnc p es and Pract ce of Public Enterprises Manage ent New De C and
L. K. J. a	Economic Ad n strat on n India etrospects and Prospect New De IIPA

P Dubbas	Economics, Planning and Public Administration Bombay Co-operative Publications Pvt Ltd
C Kucera	Industrial Economy of India Allahabad Publications House
Maratay	Education and Development New Delhi Publications
Manandav	Development of Public Sector Bombay Advanced Publications
D K Mitta	Price Policy for Public Enterprises New Delhi Anand Publications
Lord Ban	Bureaucrats in Business The Economics and Politics of Government Ownership New York Oxford University Press
teppan J Beey	Public Sector Economics Theory, Policy and Practice London Macmillan
D eter Bos	Privatization An Economic Treatise Oxford Clarendon Press
Jacobs and G Yarrow	Privatization An Economic Analysis Cambridge Massachusetts Press
Govt of India	Five Year Plans Documents

**Semester IV (Group A)**  
**Paper III: Education Policy and Administration**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be 40. The question paper will be of 4 hours and internal assessment of 20 marks. The allowed writing time for private students, who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in view of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in all, one compulsory and one each from four units. The compulsory question shall be of 5 marks and short answer type questions, covering the whole syllabus, to be answered in 40 words each. Out of the candidate would be required to attempt any 5. Each question will carry 8 marks. Rest of the paper shall contain 10 units, each unit having two

questions out of which the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** The basic objective of this paper is to familiarize the students with the concepts of various systems of education and educational administration in India. In particular, the paper covers the provisions of the National Policy on Education, Five Year Plans and various state Abhyans. The organizational set up of

B P Lulla and K Murty                      Essent a s of Educat ona Ad n strat on  
Mo ndra Cap ta Pub s ers

J P Na    Po cy and Perfor ance n Ind an  
Educat on New De Or ent Long an

J P Na    uant ty, ua ty and Equa ty n Ind an  
Educat on Bo bay A ed Pub s ers

L Goe    Educat on Po cy and Ad n strat on  
Deep and Deep Pub cat on

**Semester IV (Group A)**  
**Paper IV: Police Administration**

## Unit-II

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Po ce set up at tate Leve Organ sat on Funct ons and o e  
Po ce set up at D str ct Leve Organ sat on Funct ons and o e

## Unit-III

Po ce Personne IP and tate Po ce erv ce  
ecru t ent Pro ot on r n ng Conduct and D sc p ne

## Unit-IV

Po ce C tzen e at ons p  
Co un ty Po c ng Concept o e and gn f cance  
efor s n Po ce Ad n strat on

## Suggested Readings

K B ardwa	Ind an Po ce Ad n strat on Nat ona Press n vers ty of M c gan
r anta Gos	Po ce Ad n strat on Organ sat on and Procedure Eastern Law House
Po ce Ad n strat on Act	egu at on Part X rans t ona Matter for Po ce Ad n strat on A end ent Powers and L ab ty Act

## Semester IV (Group A)

### Paper -V: People's Empowerment and Urban Governance (Compulsory)

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

➤ The Max u Mar s for t e paper w be ➤ The quest on paper w be of  
ar s and nterna assess ent of ar s ➤ The a owed w be Hours For  
pr vate students w o ave not been assessed for t e nterna assess ent t e  
ar s secured by t e n t e paper w be proport onate y ncreased n eu of t e  
nterna assess ent

**The Paper-Setter must put a note in question paper in this regard.**

➤ The cand date s a atte pt<sup>5</sup> quest ons n a one co pu sory and one eac fro  
four un ts ➤ The co pu sory quest on s a co pr se of 4 s ort answer type

**Objective of the Paper:** The present paper would make the students understand the concept and rationale of urbanization and urban Local Government besides tracing its history since the British era. It would expect the students to understand the types of urban Local Governments and the challenges faced by the post-1947 Amendment Act.

### UNIT-I

Urbanization and Urban Challenges in India  
Issues in Urban Development in India

Charanjeev Singh and Meenu Kaus

Urban Poverty and Its Alleviation  
Programmes Chandigarh APH, 1995

G. C. Sreedhar and Ponnappa D. eds

Decentralisation and Development Policy  
Implementation in Developing Countries  
London Sage

Abdul Aziz eds

Decentralised Governance in Asian  
Countries New Delhi Sage

Maheshwar

Local Government in India  
Agra Laxmi Narayan Aggarwal

Madhavaiah B. and  
Sunderling

Local Government in India  
Jaipur New Academic Publishers  
Company

**Objective of the Course**→ The paper is designed to acquaint the students both with the theoretical and practical aspects including the organization, objectives, structure, legacy and the role of International Administration in the global framework. A focused study of various institutions and agencies related to international administration includes functions and role of → O, IMF, AAC, A EAN, NE CAO, NICEF, ILO, HO, NDP besides covering the United Nations, its secretariat and other aspects of Globalization and Global Governance.

### **Unit-I**

International Administration Organization, Objectives and Role of United Nations



**Semester IV – Group A**  
**Paper VII: Information Technology and Computer Applications in Public Administration**  
**(Common in Groups A,B,C,D Paper-VII)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be The question paper will be of 4 hours and internal assessment of 4 hours. The total time allowed will be 8 Hours. For private students who have not been assessed for the internal assessment, the marks secured by the candidate in the paper will be proportionately increased in lieu of the internal assessment.

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in a compulsory and one each from four units. The compulsory question shall comprise of 4 short answer type questions covering the whole syllabus to be answered in 50 words each. Out of the candidate would be required to attempt any. Each question will carry 4 marks. Rest of the paper shall contain 4 units, each unit having two questions. Out of the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Course** This paper is designed to introduce the student to the basic aspects of information technology and develop an understanding of the ways in which the technology can be adopted and adapted in public administration. The student will ultimately be in a position to understand and integrate the technology and the human resource input requirements for designing effective management information systems, e-governance applications and structural arrangements in view of the issues of security and ethics.

**UNIT-I**

Meaning, scope, Evolution of Management Information Systems  
Components and activities of an Information System  
Operations and Management Classification of Information Systems, MIS and Decision Making  
Building and Maintaining Information Systems, The Information Systems Department

**UNIT-II**

General Mode of a Computer System, Understanding Input devices, Output Devices, Primary and secondary storage Devices and Media, CPUs  
Operating Systems, Basics, PC Operating Systems, OS and User Interface, Windows XP  
Hardware, Software, Types of Software



Leon, Alex & Leon, Mat ews	Introduction to Computers New De as Pub s ng House Pvt Ltd,
Lucas, Henry C Jr	Information Technology for Management New De ata McGraw H ,
Murd c , robert, C oss, Joe E	C aggett, Ja es Information yste s for Modern and Management New De Prent ce Ha ,
Norton, Peter	Introduction to Computers New De ata Pub cat ons,
axena, an ay	A Frst Course n Co puters Based on ndows XP and Office XP New De as Pub s ng Pvt Ltd,

**Semester IV (Group B)**  
**Paper II: Public Enterprise Management**  
**(Common in Groups A,B,C Paper-II)**

**Semester IV (Group B)**  
**Paper III: Marketing Management**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be the question paper will be of  
marks and internal assessment of marks the allowed will be Hours For  
private students who have not been assessed for the internal assessment, the  
marks secured by the entire paper will be proportionately increased in view of the  
internal assessment

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in a compulsory and one each from  
four units. The compulsory question shall comprise of 5 short answer type  
questions covering the whole syllabus to be answered in 40 words each. Out  
of which the candidate would be required to attempt any 5. Each question will  
carry 8 marks. Rest of the paper shall contain 10 units, each unit having two  
questions. Out of which the candidate would be expected to attempt one. Each  
question from the units will carry 4 marks

**Objective of the Course:** This course is the objective of providing a comprehensive  
introduction to the subject of marketing management. By the end of the semester the  
students should have gained conceptual clarity of various aspects of marketing including  
strategic planning, demand forecasting, markets, market segmentation, pricing and  
management of sales activities and online marketing. The special focus on rural  
marketing is relevant in the Indian context

## Unit-I

Marketing Management Concept, scope and significance  
Marketing Oriented Strategic Planning  
Demand Measurement and Forecasting

## Unit-II

Analysis of Marketing Opportunities, Consumer Markets and Buyer Behaviour,  
Producer, Reseller and Government Markets,  
Elements of Marketing Research  
Marketing Orientation, Consumer and Business Markets

## Unit-III

Marketing on Co-operative Marketing

Gopaswamy P	International Marketing Environment, Problems and Strategies De De Gruyter Publishing House Ltd
Hanson and A Kayana K	Internet Marketing and E Commerce Singapore International College Publishers
Kotler Philip	Kotler on Marketing How to Create and Dominate Markets Great Britain London Custer K Ltd
Kotler Philip	Marketing Management A Asian Perspective N De Pearson Education
Kumar A	Marketing Nuggets Conceptua Dimensions in Marketing New De Gruyter Publishing House Ltd
Kuranberg	International Trade New De Gruyter McGraw Hill
Moenaar C N A	Future of Marketing Practica Strategies for Marketers in the Post Internet Age Great Britain Pearson Education Ltd
Matantoni Etze M cae J a er Bru	Marketing Japan McGraw H Kogusa Ltd

**Semester IV (Group B)**  
**Paper IV – Industrial Relations**  
**(Common in Groups B,C Paper-IV)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be The question paper will be of  
marks and internal assessment of marks The allowed will be Hours For  
private students who have not been assessed for the internal assessment the  
marks secured by the entire paper will be proportionately increased in view of the  
internal assessment

**The Paper-Setter must put a note in question paper in this regard.**

The candidate shall attempt 5 questions in a compulsory and one each from four units. The compulsory question shall comprise of 4 short answer type questions covering the whole syllabus to be answered in 40 words each. Out of written candidate would be required to attempt any. Each question will carry marks. Rest of the papers shall contain units, each unit having two questions. Out of written candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** This paper covers a very important area of governance of industrial undertakings in India. The concept and approaches of Industrial Relations. The course will also enable students familiar with industrial conflicts and their settlement. Various aspects of trade unions, participative management, structure and functioning of International Labour Organisation (ILO), etc.

**UNIT-I**

Industrial Relations Concept and Significance  
Components and Grievance Handling Procedures  
Approaches to Industrial Relations

**UNIT-II**

Industrial Conflicts Concepts, Causes and Remedies  
Machinery for the Settlement of Industrial Disputes  
Conciliation  
Arbitration  
Adjudication  
Collective Bargaining

**UNIT-III**

Trade Unions Meaning, Types and Functions  
Theories of Trade Unions  
Strategy and Recognition of Trade Unions  
Trade Unions in India Origin and Growth

**UNIT-IV**

Participative Management Concept, Objectives and Types  
Cases of Employee Participation in India  
International Labour Organisation (ILO) Structure, Objectives

## List of Readings

usta Davar

Personne Management and  
Industr a e at ons n Ind a as  
Pub s ng House

P G os

**Objective of the Course:** Project Management continues to grow as a profession. Project management techniques are now used outside the traditional project industries and a management by project approach has increasingly been adopted in development projects funded by the World Bank and other international agencies. It is also sought to be adopted in government funded welfare and development projects. The relevance of the course is derived from this context and the objectives are to impart a deep understanding of all the stages of project management and the techniques supporting project management.

### UNIT-I

Project Management Organization, Planning, Prerequisites for successful Project Implementation and Control  
Project Planning, Resource Allocation, Framework, Generation and Screening of Project Ideas

### UNIT-II

Project Analysis, Market and Demand Analysis, Technical Analysis, Financial Analysis  
Project Selection, Project Appraisal, Criteria, Project Cash Flow, Break-Even Analysis, Cost of Capital

### UNIT-III

#### Project Selection II

Project Analysis  
Social cost benefit analysis, qualitative and approaches, shadow Pricing applications in India

### UNIT-IV

#### Project Implementation

Project Management techniques, Network Analysis, PERT, CPM, Project Monitoring and Review, Integrated Cost Planning and Budgeting, Monitoring Information, Reporting System and Evaluation

### List of Readings

Burke, J. R.

Project Management: Planning and Control, Techniques, Singapore: John Wiley & Sons Asia Pte Ltd, 1997

Coudry, J. A.

Project Management and Monitoring in Practice, Delhi: Asan Publishers, 1997



C linton, Dav d and Fyefe, Dav d E

Harr son, F L

L tt e, I M D and M r ees, J A

Pro ect Feas b ty Ana ys s, New  
Yor Jo n ey,

Advance Pro ect Manage ent London  
Gower, nd ed,

Pro ect Appra App<sup>5</sup> e

questions out of which the candidate would be expected to attempt one. Each question from the units will carry 4 marks.

**Objective of the Paper:** The main objective of this paper is to make the students aware of the policies and administration of labour problems in India including the labour policy, labour policy in Five Year Plans, employee welfare and the organization set up for labour at the union and state levels.

### UNIT-I

State and Labour: Theoretical Aspects  
Indian Labour Characteristics  
Industrialisation and Growth of Indian Labour

### UNIT-II

Evolution of Labour Policy in India  
Labour Policy and Five Year Plans  
Labour Policy on Wages and Conditions of Employment, Industrial Relations and Unemployment

### UNIT-III

Organization, Functions and Role of Ministry of Labour and Employment, Labour Bureau and Directorate General of Labour Welfare of Government of India  
Labour Department at the State Level

### UNIT-IV

Labour Policy and Legislation in India  
Employee Welfare: Concepts, Types, Approaches and Administration  
Setting up and Major Economic Conditions of the 11th National Commission on Labour

### List of Readings

Ankur

Labour Welfare and Occupational Awareness: Importance and Significance of Labour Laws: New Deep and Deep

Kuriose Mahtola

Labour and Change: Essays on Globalisation and Economic Change in Labour in India: New Deep  
Response Book



**Objective of the Paper:** This paper covers five major subjects in Industrial Law which are crucial for various employer-employee relations. The detailed provisions of these subjects with reference to the cases would be taught to the students.

## UNIT-I

Industrial Disputes Act.

- a Introduction and Definitions
- b Authorities under the Act
- c Notice of Change
- d Reference of Disputes to Boards/Courts of Arbitration
- e Procedure, powers and duties of authorities
- f Strikes and Lockouts
- g Lay off and retrenchment  
Penalties  
Miscellaneous Provisions

## UNIT-II

Factories Act.

- a Introduction and definitions
- b Inspecting staff
- c Health
- d Safety
- e Welfare
- f Working Hours of Adults
- g Employment of young persons  
Annual Leave with wages  
Penalties and Procedures

## UNIT-III

Workmen's Compensation Act.

- a Introduction and definitions
- b Employer's Liability and amount of compensation
- c Commissioner's Powers and functions

## UNIT-IV

Minimum Wages Act.

- a Introduction and Definitions
- b Fixation of minimum rates of wages
- c Miscellaneous provisions

### List of Readings

K D r vastava	Co mentar es on t e Factor es Act, Eastern Boo , rd ed t on
K D r vastava	the Industr a E p oy ent tand ng Orders Act, toget er w t ru es Eastern Boo ,
N M s ra	An Introduct on to Labour and Industr a Laws De P oneer Boo s,
O P Ma otra	the Law of Industr a D sputes Industr a D sputes Act, o I and II,
An Ku ar	Labour e fare and oca ecur ty Awareness, I p e entat on and t ty of Labour Laws, New De Deep and Deep,
Jayapra as eddy	Labour Leg s at on New De APH,
A M ar a	Industr a Jur sprudence and Leg s at on Mu ba H a aya Pub s ng House,
E M ao	Industr a Jur sprudence New De Lex s Nex s,

**Semester IV (Group C)**  
**Paper IV- Industrial Relations**  
**(Common in Group B,C,D Paper-IV))**

**Semester IV (Group C)**  
**Paper V– Organizational Psychology**

#### INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES

- the Max u Mar s for t e paper w be
- the quest on paper w be of
- ar s and nterna assess ent of ar s
- the a owed w be Hours For
- pr vate students, w o ave not been assessed for t e nterna assess ent, t e



Brown, J A C	Psychology of Industry Penguin
Chen, Edgar	Organizational Psychology Prentice Hall Education
Katz and Kahn	Psychology of Organizations Wiley Easterly April
Ganguly, H C	Structure and Process of Organization As a Publishing House
Stephen Robbins	Organizational Behaviour Prentice Hall Publisher Pearson Education Bangalore

**Semester-IV (Group C)**  
**Paper VI- Labour Policy and Administration**  
**(Common in Group B,C,D Paper-VI)**

**INSTRUCTIONS FOR PAPER-SETTERS AND CANDIDATES**

The Maximum Marks for the paper will be The question paper will be of  
 marks and internal assessment of marks The allowed will be Hours For  
 private students who have not been assessed for the internal assessment, the  
 marks secured by the entire paper will be proportionately increased in lieu of the  
 internal assessment

## Industrialisation and Growth of Indian Labour





Management by Objectives

## UNIT-II

or study in Administration Paper works preparation Method study  
or Measurement standardization and Norms

## UNIT-III

Organization Analysis and Development of Organizational structure  
Key questions of Material Management ABC, ED, DE and F N Analysis

## UNIT-IV

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r nat L	PE and CPM Pr nc pes and App cat ons New De Aff ated East est Press
n ted Nat ons	se of Modern Manage ent ec n ques n t e Pub c Ad n strat on of Deve op ng Countr es New Yor

**Semester IV (Group D)**  
**Paper III – Organisational Psychology**  
**(Common in Groups C,D Paper-III))**

**Semester IV (Group D)**  
**Paper IV– Industrial Relations**  
**(Common in Groups B,C,D Paper-IV))**

**Semester IV (Group D)**  
**Paper V– Project Management**  
**(Common in Groups B,D Paper-V))**

**Semester IV (Group D)**  
**Paper VI– Labour Policy and Administration**  
**(Common in Groups B,C,D Paper-VI)**

**Semester IV (Group D)**  
**Paper VII: Information Technology and Computer Applications in Public**  
**Administration**  
**(Common in Group A,B,C,D Paper-VII)**

***Published by : Professor S.S. Bari, Registrar, Panjab University, Chandigarh.***