

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT.

DEPARTMENT OF PUBLIC ADMINISTRATION

INTRODUCTION OF CREDIT SYSTEM AT THE MPA DEGREE LEVEL.

PREAMBLE

The Department of Public Administration proposes to introduce a credit based evaluation system for the Post Graduate Degree in Public Administration (MPA) from the academic year 2004-05.

The two year, four semester course leading to the MPA degree will comprise of Compulsory, Elective and Optional courses (papers) along with a dissertation. The course aims at providing a flexible course alternative to students who wish to pursue the post graduate education.

Semesters and Credits:

1. An Academic year is divided into two semesters. The normal Semester periods are:

Odd Semester: July to November.

Even Semester: December to April.

2. In each Semester courses are administered in about 15 teaching weeks. Each week has about 30 hours spread over 6 day week. Depending on the content, specialization and the methodology, each of the course work (implementation of the syllabus) would be determined by the teacher concerned.

3. The term **Credit** is used to describe the quantum of syllabus for various courses in terms of contact hours, and the methodology used to deal with the syllabus (like assignments, seminars/presentations, internal tests, field work/practical, reviews etc). It indicates differential weightage given according to the contents of the courses in the curriculum design.

The details of the Credit Course System (CCS) are given below:

1.(a) The MPA degree programme is a two- year, four semester programme.

(b) The Scheme of MPA Programme, under the **Credit Course System**, shall have three components as given below:

(i) Compulsory Courses;

(ii) Elective Courses; and

(iii) Optional Courses.

In order to be considered for the award of Master's Degree in Public Administration (MPA), **a student shall clear all the Compulsory and Elective Courses. In case a student fails in Optional Course/s, that shall not affect the award of the MPA degree.**

2. There shall be 11 compulsory courses, 6 elective courses, 2 optional courses and a compulsory dissertation spread over four Semesters in two years. In the first year, in each of the two semesters, there will be 5 compulsory courses. In the second year, the third semester will have 1 compulsory course, 3 elective courses and 1 optional course. In the fourth semester there will be 3 elective and 1 optional courses along with a compulsory dissertation. The Elective courses are arranged in 3 (three) groups. Each group consists of 6 (six) courses specialized in specific areas. The student will have to choose any one group of 6 specialized courses, which will be offered in the third and fourth semesters. The optional courses are arranged in 2 (two) groups and the student shall offer one course from each group in the third and fourth semester respectively.

The three elective groups are in specialized areas viz, Group EA: Human Resources Development; Group EB: Crisis Management; and Group EC: Computer Applications and Management. The post graduate degree MPA would be awarded with the mention of the specialized areas, i.e. MPA (HRD), or MPA (Crisis Management) or MPA (Computer Applications and Management). The optional papers are grouped as Group OA and Group OB.

3. Each course shall have a total of 40 credits and the dissertation shall carry 40 credits. Thus the entire MPA programme will have a total of 800 credits, and its distribution during the four semesters is as below:

Details	First Semester	Second semester	Third Semester	Fourth Semester
No. Of Courses	Five (C)	Five (C)	Five(1-C) (3-E) (1-O)	Four and dissertation (3-E) &(1-O)
Dissertation	No	No	No	Yes
Total Credits	200	200	200	200

4. Out of the 40 credits for each course, 20 credits shall be for continuous assessment and the balance 20 credits shall be for the **End Semester Examination**.

Continuous Assessment:

5. Credits in each of the courses shall be given by the teacher concerned on the basis of contact hours, assignments, seminars/presentations, tutorials, internal tests, reviews etc. The teaching schedule shall be prescribed by the teacher (the syllabus provides a broad framework about the areas/topics that may be covered in each of the course) and the credit weightage is indicated below. The teaching schedule shall be made available to the students who wish to pursue a particular course.

6. The credits (continuous assessment) in each of the compulsory, elective and optional courses shall be as follows:

- | | |
|--|------------|
| (a) Contact hours/field visits/Library work/Practical work etc | 6 credits. |
| (b) Assignments/reviews (a minimum of 2) | 6 credits. |
| (c) Internal Tests (a minimum of 2) | 4 credits. |
| (d) Seminars/Presentations (a minimum of 2) | 4 credits. |

Total 20 Credits

The dissertation shall have 40 credits; 20 credits shall be for the viva-voce examination and the balance 20 credits shall be awarded by the supervising teacher based on the progress of research work.

A student shall obtain a minimum of 8 credits in continuous evaluation in each course including the dissertation. In case a student fails in a course/s in continuous assessment, he/she shall not be permitted to appear in the End Semester Examination in that course/s. He/she shall be permitted to appear in the End Semester Examination only after clearing the continuous assessment (in course/s in which the student had failed) and that too only at the subsequent relevant End Semester Examination (Odd or Even Semesters).

7. The MPA programme, under the CCS, also has a scheme under which students who wish to complete their programme in fewer semester than what has been stipulated, may do so (say in two or three semesters). However, in such cases the student will have to undertake the programme in a minimum of two semesters (i.e. one year). Students, who opt for fewer semesters to complete the MPA programme, shall apply for the same to the Departmental Committee and the decision of the Committee, whether to permit or not, shall be final.

Attendance:

1. Every teaching faculty handling a course shall be responsible for keeping record of the attendance of the candidates in their respective course/s.
2. A student who has attendance less than 75% shall not be permitted to clear a course in which the short fall exists.
3. **However, the rules and regulations relating to attendance of this University would be adopted with a provision that it would be applicable course-wise.**

Departmental Committee:

1. The Departmental Committee would comprise of all the faculty members of the Department. The Head of the Department shall be the Chairperson of the Committee.

Board of Examiners:

1. The Board of Examiners would comprise of the Head of the Department as Chairperson and all the other faculty members of the Department as members of the Board of Examiners. In exceptional cases only, an external examiner for evaluating the dissertation and conduct of viva-voce examination may be appointed with the consent of the Dean, Faculty of Arts.

End Semester Examination:

1. There shall be one End Semester Examination of 3 hours duration in each course. The End Semester Examination shall be evaluated for 20 credits in each course. **A student shall obtain a minimum of 8 credits to clear or pass a course at the End Semester Examination.**
2. The mode of End Semester Examination and evaluation shall be decided by the faculty concerned in consultation with the Departmental Committee.

3. A student, who fails in any course/s in the End Semester Examination, can repeat (arrears) End Semester Examination in that course/s along with the subsequent End Semester Examinations with a maximum of 3 attempts only.

4. Students who, due to unavoidable circumstances, complete their programme beyond the stipulated period of four semesters (but not later than 4 years or 8 semesters from the date of their admission to the course) **will also be graded and awarded class.**

Evaluation:

1. The performance of a student in each course is evaluated in terms of credits obtained and Percentage Equivalent of Marks with a provision for conversion to Grade Point (GP). The sum total performance in each semester shall be rated by the total credits and Grade Point Average(GPA).

PASSING CRITERIA FOR MPA PROGRAMME UNDER THE CCS:

1. The student shall obtain a minimum of 16 credits (out of 40) in each of the compulsory, elective and optional courses, to pass the course; similarly the minimum credits that a student should obtain in dissertation are 16, to clear the course.

2. A student who obtains a minimum of 320 credits would be deemed to have qualified for the PG Degree of MPA.

3. (i) A student may obtain the minimum of 320 credits from 18 courses (i.e., 11 compulsory courses, 6 elective courses and the dissertation); If the student fails to clear 2 (two) optional courses, but still secures the minimum of 320 credits, he may be deemed to have qualified for the PG Degree of MPA. **For this purpose, the credits obtained in the two optional courses in which the student has failed would not be counted.**

(ii) This provision will enable the students to opt for a flexible approach towards the specialized areas. In other words, the students may focus on the courses of their choice and specialization.

4. Similarly, students who pursue more than the minimum stipulated 20 courses (i.e, 11 compulsory ,6 elective courses , **3 or more optional courses** and the dissertation), shall also have to obtain 320 credits to pass the MPA Degree. In case of such students, the total credits obtained shall be calculated from the 11 compulsory courses, 6 elective courses, the dissertation and **the best credits obtained in any of the 2 optional courses, out of the total optional courses that may be in excess of 2.**

Declaration of Results:

1. After finalization of results by the Board of Examiners, the credits, letter grades and grade point awarded to the students in each course (without the absolute marks) will be announced by the Department.

2. In case a student feels aggrieved, he/she can contact the concerned teacher for recheck of his/her performance within a week after the notification by the Department. The aggrieved student may be shown his/her answer papers (of the End Semester Examinations) by the teacher concerned and

rechecking, if need be, shall be done by a committee of two teachers (that also includes the teacher concerned) appointed by the Board of Examiners.

3. The mark sheet, showing the cumulative grade statement along with credits shall be issued by the Controller of Examination of this University.

Ranking and Award of Medals:

1. The rank of successful students under the CCS for the MPA degree programme shall be as given below:

(a) Student who secures the highest number of credits in the First Year of the MPA Programme (First and Second Semester) **by clearing or passing all the prescribed courses in the first two semesters in the first attempt** shall be ranked first at the end of the First Year and the medal instituted by this University shall be awarded to him/her.

(b) Student who secures the highest number of credits in the First and Second Year of the MPA Programme (cumulative credits of all the four semesters) **by clearing or passing all the prescribed courses in the four semesters in the first attempt** shall be ranked first at the end of the Second Year and the medal instituted by this University shall be awarded to him/her.

Credit based gradation, for the purposes of awarding class, will be as follows:

1) Students who secure up to 380 (i.e. between 320 and 380) credits shall be deemed to have passed the MPA degree in Pass Class (i.e. Percentage Marks ranging between 40 and 49).

2) Students who secure credits between 381 and 470 shall be deemed to have passed the degree in Second Class (i.e. Percentage Marks ranging between 50 and 54).

3) Students who secure credits between 471 and 560 shall be deemed to have passed the degree in Second Class (i.e. Percentage Marks ranging between 55 and 59).

4) Students who secure credits between 561 and 660 shall be deemed to have passed the degree in First Class.

5) Students who secure credits above 661 shall be deemed to have passed the degree in First Class with distinction.

Grading of the Courses

A **seven (7) point scale** is used for the evaluation of the performance of the student to provide grading for each course along with Grading point, Percentage Equivalent of Marks and Credits.

The grading system (for each course) is as given below:

<u>Letter grade</u>	<u>Grade Point</u>	<u>Percentage Equivalent of Marks</u>	<u>Credits</u>
O-Outstanding	5.50 – 6.00	75 – 100	34 & above
A-Very Good	4.00 – 5.49	60 – 74	29 to 33
B-Good	3.50 – 3.99	55 – 59	24 to 28
C-Above Average	3.00 – 3.49	50 – 54	19 to 23
D- Average	2.00 – 2.99	40 – 49	16 to 18
E-Poor	1.00 – 1.99	20 – 39	8 to 15
F-Very Poor	0.00 – 0.99	0 – 19	0 to 7

Note:

- 1. Letter Grades E and F denotes failure in the course.**
- 2. The Multiplication Factors of 0.02 per mark between 75 and 100, 0.106 per mark between 60 and 74, 0.123 per mark between 55 and 59, 0.123 per mark between 50 and 54, 0.11 per mark between 40 and 49 may be applied in calculating the exact grade point.**
- 3. Grade points shall not be awarded for students who fail by securing E and F letter grades.**

Credit Based Letter Grades

The letter grades would be awarded on the basis of the number of credits obtained by the candidate for the entire (Cumulative credits earned in all the four semesters) MPA Programme:

The letter grades are as below:

<u>Letter Grades</u>	<u>Total Credits</u> (Cumulative of four Semesters)	<u>Class</u>
1) 'O'	661 and above.	Outstanding I Class with Distinction.
2) 'A'	561 to 660.	Very Good I Class.
3) 'B'	471 to 560.	Good High II Class.
4) 'C'	381 to 470.	Above Average II Class.
5) 'D'	320 to 380.	Average Pass Class.
6) 'E'	151 to 319.	Poor Fail.
7) 'F'	Up to 150.	Very Poor Fail.

DETAILS OF THE MPA PROGRAMME

MPA Programme options for students (Under the CCS):

1. A Student who wishes to pursue MPA programme can also opt for 2 (two) optional courses (i.e, one optional course each in the third and fourth semesters) **from other similar and compatible PG programmes (that are Credit Based) offered by different departments of this University .**

2. The MPA programme also provides opportunity to students to pursue additional elective courses after they complete the fourth semester with 20 courses. Under this scheme, students who complete their MPA programme with any one specialization can opt for one more specialization and complete the same in two additional semesters. In such cases, the students will be awarded one more degree of MPA with additional specialization. (That is, a student can obtain two MPA degrees with two different specializations in a 3 year period (six semesters). The courses in the additional semesters for obtaining the second MPA degree shall include 6 elective courses, 3 optional courses and one compulsory dissertation (not opted earlier for the first degree).

3. Students can also opt for more number of optional courses (i.e., more than 2 (two) optional courses) in the third and fourth semesters, if they are keen in acquiring additional information and knowledge . In such cases, the total number of courses that a student may study will be in excess of 20 courses.

Post Graduate Rules relating to Admission to the MPA Degree Programme (CCS):

1. Graduates of any faculty viz, Arts, Commerce, Science, Law, Engineering etc, of this university or a graduate of any other recognized university accepted by this University as equivalent thereto and with an **aggregate of 50 % marks or a second class** are eligible to apply for admission to the MPA Programme (CCS).

2. Admission to MPA programme will be based on a selection test, which may include a personal interview and/or a written test.

3. The Admission Committee for selection of Candidates to MPA programme shall be as per the provisions of this University.

4. There shall be a total of 30 seats for the MPA programme.

5. Reservation for SC/ST and SEBC candidates shall be according to the rules and regulations of this University.

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MPA (CCS) Programme

First Semester:

Course Code Course Title

Compulsory Courses:

PA-C-01	Principles of Public Administration & Management
PA-C-02	Issues in Indian Administration
PA-C-03	Comparative Administrative Systems
PA-C-04	Economic Policy and Management
PA-C-05	Public Personnel Management

Second Semester:

Compulsory Courses:

PA-C-06	Bureaucracy and Organization
PA-C-07	State and District Administration in India
PA-C-08	Management of Financial System in India
PA-C-09	Social Policy and Administration
PA-C-10	Administrative Law

Third Semester:

Compulsory Course:

PA-C-11	Basic concepts in Computer Applications
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Elective Courses: (Any one Group of 3 specialized papers):

PA-EA/EB/EC- 01	Paper 1 (Specialized group on HRD/CA & M/Crisis Mgt)
PA-EA/EB/EC- 02	Paper 2 (-----Same as above-----)
PA-EA/EB/EC- 03	Paper 3 (-----Same as above-----)

Optional Course:

PA-OA- Any one (or more) course from the list of optional courses offered under Group OA

Fourth Semester:

Compulsory Course:

PA-CD-12	Dissertation (based on project work)
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Elective Courses: (Any one group of 3 specialized papers)

PA-EA/EB/EC-04	Paper 4(Specialized group on HRD/CA & M/Crisis Mgt)
PA-EA/EB/EC-05	Paper 5(-----Same as above-----)
PA-EA/EB/EC-06	Paper 6(-----Same as above-----)

Optional course:

PA-OB- Any one (or more) course from the list of optional courses offered under Group OB

List of Elective Courses (Specialization):

Group EA: Human Resources Development (HRD):

PA-EA-01	Values and Ethics in Administrative Sciences
PA-EA-02	Principles of Human Resources Management
PA-EA-03	Government and Labour Welfare Policy
PA-EA-04	Industrial Relations
PA-EA-05	Human Resources Development
PA-EA-06	Safety Management

Group EB: Crisis Management:

PA-EB-01	Disaster Management
PA-EB-02	Issues in Population Policy
PA-EB-03	Environmental Policy and Administration
PA-EB-04	Police Management
PA-EB-05	Water Resources Management
PA-EB-06	Public Health Management

Group EC: Computer Applications and Management (CA & M):

PA-EC-01	Advanced Course in Computer Applications
PA-EC-02	Implementation of Computer Based Systems
PA-EC-03	Management Improvement Techniques
PA-EC-04	Project Management
PA-EC-05	e-governance and Cyber Laws
PA-EC-06	ICT and Knowledge Management

Optional Groups: Any one course from each of the groups:

Group: OA (Third Semester):

PA-OA-01	Management of Development Programmes
PA-OA-02	Government and NGOs
PA-OA-03	Management of Public Distribution Systems
PA-OA-04	Hospital Management
PA-OA-05	Research Methodology

Group: OB (Fourth Semester):

PA-OB-01	Public Policy Analysis
PA-OB-02	Management of Public Enterprises
PA-OB-03	Women and Administration
PA-OB-04	Management of Local Governments
PA-OB-05	Management of Regulatory Authorities

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**Cumulative Credit and Grade Statement of MPA- First Semester
Month/Year (December 2004)**

Course Code	Course Title	Credits Earned	Grade Points	Letter Grade	Percentage Equivalent of Marks	Result
PA-C-01	Principles of Public Administration and Management	29	4.32	A	60 - 74	Pass
PA-C-02	Issues in Indian Administration	32	5.12	A	60 - 74	Pass
PA-C-03	Comparative Administrative Systems	25	3.76	B	55 - 59	Pass
PA-C-04	Economic Policy and Management	28	3.85	B	55 - 59	Pass
PA-C-05	Public Personnel Management	30	4.45	A	60 - 74	Pass

Total Credits Earned: 144.

Grade Point Average: 4.3

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MPA

Semester - I

Compulsory Courses:

PA-C-01 Principles of Public Administration and Management:

This course introduces to the students the basic principles of Public Administration and Management, the concept of and issues in good governance and the emergence of New Public Management.

Units

Topics

- 1 Public Administration and Social Sciences; Developments in Administrative Theories.
- 2 Public Administration and organization; Principles, characteristics and importance.
- 3 Managerial Principles in Public Administration; Features of New Public Management.
- 4 Accountability, control and responsiveness of Public Administration in the context of good governance.

Select Readings:

1. Cox III, Raymond et.al., Public Administration in Theory and Practice, Pearson Education, New Delhi, 2003.
2. Henry, Nicholas., Public Administration and Public Affairs, PHI, New Delhi, Latest Edition.
3. Basu, Rumki., Public Administration: Theory and Concepts, Latest Edition.

PA-C-02 Issues in Indian Administration:

This course deals with the Evolution of the Administrative System, the Constitutional context of the Administration, the working of the Union Government and the issues and problems of the Administration in Contemporary times.

- 1 History and Evolution of the Administrative System – Continuity and Change.
- 2 Constitution and Indian Administration.
- 3 The working of the Union Government – The Administrative Process
- 4 Contemporary Issues – Union-State Relations; Impact of Coalition Governments on Administration.

Select Readings:

1. Maheswari, S.R., Indian Administration, L.N. Agrawal, Agra Latest Edition.
2. Basu, Durga Das., Introduction to the Constitution of India, PHI, New Delhi, Latest Edn.
3. Mishra, B.B. Administrative History of India, Vols. I & II, Allied Pub., Bombay.

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MPA

Semester - I

PA-C-03 Comparative Administrative Systems:

This course focuses on the need to understand the social, cultural, economic, political and administrative settings of Government organizations in different countries.

- 1 Emergence of the concept of Comparative Studies in Administration and its development.
- 2 Administrative system and environment
- 3 Comparison of the important features of select administrative systems
- 4 Influence and impact of LPG, ICT, and Terrorism on Administrative Systems

Selected Readings:

1. Almond, Gabriel A., et.al., Comparative Politics Today, Pearson Education, New Delhi, 2003.
2. Heady, Ferrel., Public Administration: A Comparative Perspective, Latest Edition.
3. Rowat, Donald., Public Administration in Deveoped Democracy, Marcel Dekker, New York.

PA-CA-04 Economic Policy and Management:

The nature, role, scope and status of state intervention in economic development with particular reference to India is the issue this course seeks to address. The aim is to make the students understand the context of India's developmental efforts since Independence.

1. Introduction to political economy – Role and scope of state intervention in Economic development in different politico-economic systems.
2. India's Economic Policy with reference to Industry and Agriculture- Impact of LPG on the Indian Economic System [with reference to WTO.]
3. Market Economy and Planning – History of planning in India and its contemporary relevance.
4. Management of Public Enterprises – Its relevance and issues in the era of privatization.

Selected Readings:

1. Halm, George A., Economic Systems: A Comparative Analysis, GAU, London, Latest Edition.
2. Uma Kapila (ed)., Indian Economy since Independence, Academic Foundation, New Delhi, 2003.
3. Vaidyanathan, A., India's Economic Reforms and development, Academic Foundation, New Delhi, 2003.

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MPA

Semester - I

PA-C-05 Public Personnel Management:

This course highlights the significance and importance of the Civil Service in Modern Society and examines the features of the Civil Service in India. The focus is also on the concept of Professionalism in the context of good governance.

1. Nature and scope of Personnel Management in Government – Role of Civil Service in Modern Society.
2. Development of Civil Service in India – Features and Characteristics – Issues in Civil Service Management.
3. Comparative assessment of the civil services of different countries.
4. Professionalism in Civil Service – Managerialism, Neutrality, Responsiveness, accountability with reference to citizen-centric services.

Selected Readings:

1. Jain, R.B., Aspects of Personnel Administration, IIPA, New Delhi, 1994.
2. Goel, S.L.& Rajneesh, Shalini., Public Personnel Administration, Deep & Deep, New Delhi, 2003.
3. Shafritz, Jay M et.al., Personnel Management in Government, Marcel Dekker, New York.

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MPA

Semester - II

PA-C-06 Bureaucracy and Organization:

This course deals with the concept of Bureaucracy and its development in varied forms; The process of debureaucratization and the emergence of modern organizations, its features and characteristics are examined in the context of development, change and culture.

1. The Concept of Bureaucracy – Max Weber and Criticisms of Ideal Type- Marx on Bureaucracy.
2. The debureaucratization process – its relevance and rationale;/Issues in Bureaucratic Culture and behaviour.
3. Theories of Organization – features of Open and Closed models.
4. Organizational Change and development – Organization Behaviour and Culture; Group theory and management of conflicts.

Selected Readings:

1. Lane, Jan Erik (ed)., Bureaucracy and Public Choice.
2. Jacoby, Henry., The Bureaucratization of the World.
3. Lynch, T.D., Organization Theory and Management, Marcel Dekker, New York.

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MPA

Semester - II

PA-C-07 State and District Administration in India:

The nature, scope, constitutional role, functions and contemporary issues in state and district administration are the areas covered in this course.

1. Constitutional provisions relating to State Governments in India – Issues in State Administration.
2. Structure and functions of the State Secretariat- Role of the Board of Revenue, State Finance Commissions, Boards and Authorities.
3. District Administration and District Collector – Evolution, Nature, Scope and functions. District Development programmes.
4. Rural and Urban Development Administration – Constitutional Provisions – Assessment of the working of the Panchayati Raj and Urban Municipal Bodies.

Selected Readings:

1. Maheswari, S.R., State Administration in India., Latest Edition.
2. Mishra, B.B., District Administration in India.
3. Shukla, J.D., State and District Administration in India.

PA-C-08 Management of Financial System in India:

This course introduces the basic principles and objectives of the Financial Management in Government.

1. Meaning, nature and scope of Financial Administration – Theories of Budget – Principles and characteristics.
2. Budgetary Process – Preparation, Parliamentary approval and execution – Principles of Taxation.
3. Control over financial system – CAG & Parliament. Implications of Structural Adjustment on Financial System.
4. Financial Relations between the Union and the states – Role of the Finance and Planning Commissions in devolution of resources to states.

Selected Readings:

1. Lall., G.S., Public Finance and Financial Administration in India., H.B.Kapoor, New Delhi, Latest Edition.
2. Thavaraj, M.J.K., Financial Administration in India, S.Chand & Co, New Delhi, Latest Edn.
3. Thakur, R.N. Centre-State Financial Relations and Planning in India, Deep & Deep, New Delhi, 1990.

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MPA

Semester - II

PA-C-09 Social Policy and Administration:

Social Administration – Nature, Scope and Principles – Administration at the Central and State levels Social Policy and Welfare has been the backbone of the Welfare State in India. This course deals with the issues and problems in the area of Social Welfare in the context of LPG.

1. Social Administration – Nature, Scope and Principles – Administration at the Central and State levels
2. Social policy in India – Constitutional Provisions, development and planning under successive plans in India. Social legislations in India
3. Methods of Social Administration . Role of Voluntary Agencies in social work.
4. Personnel Practices in Social Welfare and the need for a professional cadre.

Selected Readings:

1. Sachdeva, D.R., Social Welfare Administration in India, Latest Edition.
2. Marsh, D.C., An Introduction to Social Administration.
3. Goel, S.L., & Jain, R.K., Social Welfare Administration, Deep & Deep, New Delhi.

PA-C-10 Administrative Law:

1. Concept, Nature and Scope of Administrative Law.
2. Constitutional concepts relating to Administrative Law: Rule of Law, Doctrine of Separation of Powers, Principles of Checks and Balances, Doctrine of Ultra-vires, Droit Administrative. Delegated Legislation
3. Principles of Natural Justice or Fairness..
4. Administrative Adjudication, Review of Administrative acts and redress of grievances – Vigilance and Control

Selected Readings:

1. Wade, H.W.R., Administrative Law, latest Edition.
2. Kagzi, M.C.J., Indian Administrative Law, Latest Edition.
3. Indian Law Institute: Delegated Legislation in India.

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MPA

Semester - III

PA-C-11 Basic Concepts in Computer Applications:

1. Basic concepts in I.T. – Computer Hardware – operating systems .
2. Standard software packages (MS Office) – Its applications.
3. Networking and data communications – Basic Networking concepts.
4. Introduction to E-commerce- Internet -e-mail -www.

Selected Readings:

1. White, Ron., How Computers Work, Techmedia, Delhi, 2002.
2. Norton, Peter., Inside the PC., Techmedia, Delhi, 2002.
3. Rajaraman, V., Fundamentals of Computers, PHI, New Delhi, Latest Edition.

Elective Courses:

Group EA: Human Resources Management:

PA-EA-01 Values and Ethics in Administrative Sciences:

This course introduces to the students the philosophical underpinnings in Administrative sciences and the role and importance of values and ethics in Management.

1. The philosophical underpinnings of Ethical actions in public and private affairs -The Western Tradition and the Indian System of Values.
2. Ethics and Public Interest – Legitimacy and accountability of the Public Systems. Corruption in Public Affairs.
3. Values, Ethics, Transparency and accountability in Business – Code or norms of ethics in India for Business Organizations.
4. Education and Training for values and ethics in Public Service and Business – Role and responsibility of the institutions of learning.

Selected Readings:

1. IIPA., Ethics in Public Life, July-Sept.1995, IIPA, New Delhi.
2. Selected Chapters of Mahabharat (Shanti parva) and Kautilya's Arthshastra.
3. Williams, Bernard., Morality: An Introduction to Ethics, CUP, 1992.

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MPA

Semester - III

PA-EA-02 Principles of Human Resources Management:

- 1) Concept of Human Resources Management and its development . Its significance, role and functions in Contemporary Management and Organizations.
- 2) Human Resources Management – Key themes. Human Resource Planning and Development Human Resources Management and Human Resources Development.
- 3) Significance of Human Relations in H.R.M., Human Relations in Organisations – Its relevance to O.D., Organisational Behaviour and Culture.

Selected Readings:

1. Linda Maund., Introduction to Human Resources Management, Palgrave, Suffolk, 2001.
2. Leavitt., Harold., Managerial Psychology, Univ. Of Chicago Press.
3. Parikh, Udai., Organizational Behaviour Process, Rawat, Jaipur, 1996.

PA-EA-03 Government and Labour Welfare Policy:

1. Meaning, nature, scope and functions of Labour Administration
2. Labour Welfare Policies in India since Independence – Labour legislations in India.
3. Machinery for Labour Administration – Role and functions of Labour Welfare Officer.
4. Trade Unions and Labour – Implications and impact of LPG on Labour with special reference to Exit policy and VRS.

Selected Readings:

1. Sarma, A.M., Labour Welfare Administration in India.
2. Arun Kumar., Industrial Law (Vols.I & II), Atlantic Pub., New Delhi, 2003.
3. Mamoria, C.B., et.al., Labour Welfare, Social Security and Industrial Peace in India.

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Semester - III

Group EB: Crisis Management:

PA-EB-01 Disaster Management:

- 1) Introduction to Disasters – Nature and Classification of Disasters – Profile of Disasters: Global, National, Regional.
- 2) Managerial process in Disaster Management : Planning, Coordination, leadership and control; Stocking of resources, Vulnerability and risk analysis. Role of Government, Media and NGOs-Role and coordination.
- 3) Management of rehabilitation- Damage and need assessment – reconstruction and rehabilitation.
- 4) Disaster preparedness – Predictability, Forecasting and warning of disasters – prevention and precautionary measures .

Selected Readings:

1. Sharma, V.K (ed)., Disaster Management, NCDM, IIPA, New Delhi, 1994.
2. Singh, K.S. (ed)., Disaster Management, Mittal, New Delhi, 1998.
3. Cuny, F.C., Disasters and Development, New York.

PA-EB-02 Issues in Population Policy:

This course deals with the issues and problems relating to Population growth and its impact on Developments in social, economic & political sectors.

1. Population policy in India – Development and population growth.
2. Strategies for Family Planning – FP programmes in India – Health and FP.
3. Education and FP – Role of NGOs in Female literacy and FP.
4. Populations pressures – Its impact on Political Economy, Democracy and Quality of Life.

Selected Readings:

1. IIPA., India's Population Policy and Its Implementation , July-Sept.1992, IIPA, New Delhi.
2. Kohli-Chandra, Shanta., Family Planning Programmes in India, Mittal, New Delhi.
3. Singh Sehla, B.P., Population Policy and law, Deep & Deep, New Delhi, 1992.

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Semester - III

PA-EB-03 Environmental Policy and Administration:

1. Nature, scope and role of the State in environment-related issues ; Environmental policy in India .
2. Environmental degradation – factors responsible for degradation in areas like forestry, water, air, wildlife etc. – consequences and impact on the people. The concept of sustainable development.
3. Laws relating to environmental protection in India – Scope and applicability – Judicial intervention in environmental issues- the desirability and need to establish environmental courts.
4. Problems of administering environmental policies in India –NGOs and environmental protection – their contributions and limitations.

Selected Readings

- 1 .Shekar Singh (ed)., Environmental Policy in India., IIPA, New Delhi.
2. IIPA., Environment and Administration, July-Sept. 1989, IIPA, New Delhi.
3. Nathawat, C.S., Man, Nature and environment Law, RSBA, Jaipur, 1987.

Group EC: Computer Applications and Management:

PA-EC-01 Advanced Course in Computer Applications:

1. Computer Based Systems Architecture – Introduction to Client/Server systems, Distributed Systems, Parallel Processing, Centralized systems.
2. DBMS concepts – Basic terms and terminologies . Basic Issues in Database Design - Database integrity and security.
3. Security – Security aspects, Network security, encryption, digital signatures, firewalls.
4. Application of computers in various areas – Hospital, Banking, Police etc.

Selected Readings:

1. Korth, Henry F., Database System Concepts, Tata Mcgraw Hill, New Delhi.
2. Kaufman, Charlie., Network Security (2nd Edn), PHI (EEE).

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Semester - III

PA-EC-02 Implementation of Computer Based Systems:

1. Management Information Systems.
2. Software Engineering – Basic paradigms, Umbrella activities like Planning, Scheduling, Risk management etc. ISO standards.

Selected Readings:

1. Pressman, Roger., Software Engineering: A Practitioner's Approach., Tata Mcgraw Hill, New Delhi.
2. Murdick, Robert G et.al., Information Systems for Modern Management, PHI (EEE), New Delhi, Third Editon.
3. Laudon, Kenneth C., Management Information System- Managing the Digital Firm,(7th Edn), Pearson Education.

PA-EC-03 Management Improvement Techniques:

1. Systems Approach to Organization – Features, advantages and limitations.
2. Methods in Systems Analysis – PERT, CPM, GNATT and Flow charts, MIS.
3. PPBS, Benefit-Cost Analysis; its relevance to Decision making in organization; MBO
4. Organization and Methods; the need for change and growth; BPR in Organisations.

Selected Readings:

1. Goel, S.L. , Modern Management Techniques, Deep & Deep, New Delhi, 1989.
2. Banerjee, U.K. & Sachdeva, R.K., Management Information systems, Vikas, New Delhi, 1996.
3. Lynch, T.D., Organizational Development and Management, Marcel Dekker, New York,1983.

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Semester - III

Optional Groups:

Group OA:

PA-OA-01 Management of Development Programmes:

1. The concept of Development: Aspects of Development - Economic, Social, Political and Administrative. The concept of Development Planning.
2. The Concept of Development Administration; Administrative Change; Bureaucracy, Development and the Citizen. Bureaucracy and the Political System, and the Role of the Bureaucracy in Policymaking.
3. Rural Development Administration—Various programmes of rural development including I.R.D.P.
4. Programmes of Urban Development – Issues in population, slums and migration.

Selected Readings:

1. Arora, R.K., & Mathur, P.C., (ed.), Development Policy and Administration in India, Associated Press, New Delhi, 1986.
2. Sapru, R.K., Development Administration, Deep & Deep, New Delhi, 1986.

PA-OA-02 Government and NGOs:

1. Voluntary Organizations – Its role and responsibility .
2. NGOs and Social Welfare – Reasons for supplementing the functional responsibilities . Governmental schemes for NGOs.
3. NGOs - Organization and Management -Manpower requirement and training - Financial and Infrastructural resources. Innovations in NGOs working.
4. Social Accountability and Responsibility – End use analysis - Evaluation of performance .

Selected Readings:

1. Abha, Vijai et.al., Voluntary Organizations and Social Welfare, ABD Publishers, Jaipur, 2000.
2. IIPA., Special Number on Voluntary Organizations, July- Sept., IIPA, New Delhi.

PA-OA-03 Management of Public Distribution Systems:

1. Development of Public distribution system in India: Policy objectives, rationale and Planning.
2. Food Policy and PDS – Role and responsibility of different agencies – Food subsidy and its impact on economy.
3. Organizational aspects of supplies and distribution of essential commodities . Identification of beneficiaries and its limitations.
4. Innovations in PDS – TPDS and Dual Pricing Policy; Issues in Food Security and Poverty Alleviation; An evaluation of the working of the TPDS.

Selected Readings:

1. Suryanarayana, G., Public Distribution System in India, Chugh, Allahabad, 1985.
2. Dubhashi, P.R. & Jaideep Singh., Delivery Systems: Asian Experience, IIPA, New Delhi, 1996.
3. Ojha, Ghanshyam Das., Organization and Management of Public Distribution system, Mittal, New Delhi, 1987.

PA-OA-04 Hospital Management:

- 1) History and evolution of Hospitals – Nature and classification of Hospitals – Their structure and working.
- 2) Major aspects in Hospital Administration – Personnel, Finance Auxillary services, Emergency provisions – The role and functions of the Administrator in Hospitals.
- 3) Hospital organisation – The Status and role of the Generalist – Administrator and the Specialist in Hospital functions – The Uniqueness of Hospital Bureaucracy – Financial Administration in Hospitals.
- 4) Social Service and Hospital Administration – Its importance, role and functions; Measurement of efficiency in Hospitals-Control over Hospital Administration- External and internal.

Selected Readings:

1. Srinivasan, T.V., Hospital Administration.
2. Goel, S.L., Hospital Administration & Management, (Vols.I,II & III), Deep & Deep, New Delhi, 1990.

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Semester - III

PA-OA-05 Research Methodology:

- 1) Methodological approaches to Social Sciences –The Scientific Methods (Methods in Methodology) – Meaning-Definition –Variable in general – The Dependent Variable – The Independent Variable – Parameters.
- 2) Concepts of Research – Formation of a problem – Meaning of Theory – Concepts – Laws – Experiment – Models – Deductions.- Research Design.
- 3) Collection of data – Survey method – Questionnaire Method-schedule Method – Secondary Sources- Through documents, reports and research publications- Sampling Procedure.
- 4) Statistical Method – The place of Statistics in the study of Research Method .Research Report.

Selected Readings:

1. Kaplan, Abraham., The Conduct of Inquiry.
2. Folz, David H., Survey Research for Public Administration, Sage, New Delhi, 1996.
3. Bhandarkar, P.C., & Wilkinson, T.S., Methodology and Techniques of Social Research, (Latest Edn).

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Semester - IV

Elective Courses:

Group EA: Human Resources Management:

PA-EA-04 Industrial Relations:

1. Indian Industrial Relations- An Overview, Influence of Technology on I.R.
2. Meaning & nature of grievance – Grievance Redressal Procedure - Discipline and its enforcement.
3. Industrial Dispute – Causes, prevention and settlement. Process and procedure in Industrial disputes settlement. Workers Participation in management.
4. Legal framework of Industrial relations – Trade Unions and I.R.

Selected Readings:

1. Sarma, A.M., Industrial Relations, Himalaya, Mumbai, 2002.
2. Ghosh, B., Industrial Relations in Developing Economy, Himalaya, Mumbai, 2001.
3. Subramani & Shah, Rajendra A., HRM and Industrial Relations, Himalaya, 2001.

PA-EA-05 Human Resources Development:

1. Concept of H.R.D., - Its processes, methods and techniques;
2. Functions of HRD – Job evaluation- description and analysis, recruitment, training, placement, promotion & transfer, appraisal etc.,
3. The concept of Human Resource Audit – Its objective and methods – Strategies and issues in HRD.
4. Case studies in HRD.

Selected Readings:

1. Arya, PP & Tandon, B.P., Human Resources Development, Deep & Deep, New Delhi, 1995.
2. Rao, T.V, Human Resources Audit., Response- Sage, New Delhi, 1999.
3. Pareek, U., & Rao, T.V., Designing and Organizing Human Resource System, Oxford-IBH, New Delhi, 1992.

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Semester - IV

PA-EA-06 Safety Management:

1. Concept, nature and Scope of Safety Management – An Introduction to Industrial Safety Management .
2. Safety Management – Planning, Organizing, Directing and Monitoring. Principles and Practices.
3. Accident Prevention – Safety Education and Training.
4. Employee Participation – Human Factors in Safety.

Selected Readings:

1. Anton, Thomas I., Occupational Safety and Health Management, Mcgraw Hill, Singapore, 1989.
2. Krishna, N.V., An Introduction to Safety Engineering and Management, Latest Edn.
3. Heinnch, H.V., Prevention of Industrial Accidents, Mcgraw Hill.

Group EB: Crisis Management:

PA-EB-04 Police Management:

- 1) Development of Policing in India; Meaning , Nature , scope and importance of police functions ; Role of police in a civil society.
- 2) Police Administration – Tasks and functions; objectives of Policing-Law and Order maintenance-the problems and issues; Reformative and punishment-oriented policing – Relationship with prison Administration.
- 3) Machinery for Police Management in India - Control over police – External and internal – Role of the Mass media. Machinery for setting citizen's grievances.
- 4) Issues and problems of policing and Police Administration in contemporary times – The emergence & role of Police employee's Union.

Selected Readings:

- 1) Bhardwaj, R.K. Indian Police: Administration, National Publishing House, New Delhi, 1978.
- 2) Reghavan, R.K. Indian Police: Problems, Planning and perspectives: Manohar, New Delhi, 1989.
- 3) Trilok Nath., Indian Police Administration, A Guide for Police Officers, Sterling, New Delhi, 1983.

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Semester - IV

PA-EB-05 Water Resources Management:

This course deals with Water issues relating to efficiency and economy in water Uses, conservation, the policy and programmes of the Government on Water Resources Development and Management.

1. Water Resources management – Challenges and Strategies – Management of water for sustainable Development.
2. National Water Policy – Integrated Water Resources Development – Role and responsibility of the Government – Issues and problems in implementation.
3. Water Resources Development and problems in different sectors – Forests, Flood, Poverty Alleviation, Irrigation.
4. Case Studies in Water Management – Experiences in Different Regions.

Selected Readings:

1. IIPA., Special Issue on Water Resources Management, July-Sept. 2003.
2. Sharma, V.K., Water Resources Planning and Management, Himalaya, Bombay, 1985.
3. Vaidyanathan, A., Water Resource Management: Institutions and Irrigation development in India, OUP, New Delhi, 1999.

PA-EB-06 Public Health Management:

1. The Concept of Public Health; Meaning, nature, scope and objectives of Public Health Care Administration in India; Health care as a component of Social policy; Population and Health Care; Role of the WHO in Health Care.
2. Public Health Policies in India – Agencies involved in Policy formulation – Development of Public Health and Health Care in successive Five – year plans.
3. Machinery for administering Public Health Administration-Scope and role
4. Meaning and Scope of Primary Health Care – Administration of Primary Health Centres at the State level-Issues and problems in Primary Health Administration with particular reference to trained personnel and finance. A critical evaluation of Health Care Administration.

Selected Readings:

1. Goel, S.L., Public Health Management in India, (Vols. I to IV), Deep and Deep, New Delhi, 2002.
2. Rameswaram, G., Medical Health Administration in Rural India, Ashish, New Delhi.

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Semester - IV

Group EC: Computer Applications and Management:

PA-EC-04 Project Management:

1. Concept of Project – Features and Principles – Project and Task Force: Similarities and Differences.
2. Basic considerations in Project Management – Process and procedure. Identification of Projects and project cycle.
3. Feasibility and viability of Projects – Financial , technical, market, Human resources, legal and socio-political.
4. Complexities in Project Implementation – Monitoring Implmentation – Control and accountability.

Selected Readings:

1. Sharma, K., Project Management, National , New Delhi, 2003.
2. Ramaraju, T., Project Management in the emerging Environmental Globalisation, Himalaya, Mumbai, 2002.
3. Harrison, F.L., Advanced Project Management, A Structured Approach, 1992.

PA-EC-05 e-governance and Cyber Laws:

1. e-governance - Nature and scope – Applications of IT in government – its influence on the performance of Public Organisations.
2. Implementing strategies for e-governance initiatives – scope and limits Role of Public servants under e-government initiatives-Skills required and training of public servants.
3. IT and Policy Analysis – Meaning and significance – Methods and techniques. Cyber Laws -IT Act and its impact on other laws.
4. Citizen and e-governance – citizen participation in governmental process – Its influence on democratization and decentralized decision making in Public organizations.Practical work in Computer Laboratory.

Selected Readings:

1. Bedi, Kiran et.al., Government @ Net – New governance opportunities for India, sage, New Delhi 2001.
2. Pitt, D.C., & Smith, B.C., The Computer Revolution in Public Administration, Wheatsheaf Book, U.K., 1984.
3. Heeks, R.B. (ed)., Reinventing Government in the Information Age, Routledge, London, 2001.
4. IIPA., Information Technology and Indian Administration, July-Sept.2000, IIPA, New Delhi.

PA-EC-06 ICT and Knowledge Management:

Knowledge Management is a set processes that attempts to effectively use the intellectual capital to maximize

Efficiency and competitiveness in Organizations. The course aims to prepare students for a career as Knowledge Managers or knowledge technologists in a wide range of environments.

1. Knowledge Management: Philosophy ; Role of Intellectual Capital in Organizational Development.- Issues in Intellectual Property Rights.
2. Tools and Technology of K.M. – ICT and Organizational System – Knowledge Mapping and Information Systems Audit.
3. Role of Human Resources Management, Technology and Culture on K.M. and Organizational Development.
4. Issues and Problems in K.M. – Knowledge Acquisition , IT Solutions, Information literacy and Research Methods.

Selected Readings:

1. Svenonius, Elaine., The Intellectual Foundation of Information Organization, MIT Press, 2000.
2. Liebowitz, Jay && Beckman, Tom., Knowledge Organizations, St. Lucie Press, 1998.
3. Davenport, Thamas H. & Prusak, Lawerance., Working knowledge – How Organizations manage what they know, HBS press, 1998.
4. Knowledge Organizations – Journal by International Society for Knowledge Organizations-(e- journal- <http://is.gseis.ucla.edu/orgs/isko/isko.html>)

Optional Groups:

Group OB:

PA-OB-01 Public Policy Analysis:

- 1) Influence of Social, cultural, political, economic and technological factors on Public policy processes – An under-standing of its implications and impact on policy implementation.
- 2) Policy formulation – Approach, process, methods and techniques of policy making – the machinery for public policy making with reference to India – policy making in selected sectors like Education, Energy, Health etc.
- 3) Policy implementation and evaluation – Agencies involved and their role and functions w.r.t. India.
- 4) Policy Analysis and Research – Methods and techniques for Policy Research – Role of Research Institutions.

Selected Readings:

- 1) Majcharzak, Anna., Methods for Policy Research, Sage, New York, 1984.
- 2) Ganapathy, R.S. et.al. (eds., Public Policy and Policy Analysis in India, Sage, New Delhi, 1985.
- 3) Mathur, Kuldeep & Bjorkman, J.N., Top Policy makers in India, Concept, New Delhi, 1994.

PA-OB-02 Management of Public Enterprises:

1. Evolution and Rationale of Public enterprises in India – Role of Public Enterprises in the context of Planned Economy.
2. Issues in Public Enterprises – Forms of Organizations; Managerial Control; Autonomy and Functional Management.
3. Relevance of Public Enterprises in an era of Liberalization, Privatization and Globalisation ;
Role of the Government – Principles of Cutback Management with reference to Public Enterprises.
4. Privatization and liberalization in Indian Context – The Experience in India – Its impact on Labour Policy.

Selected Readings:

1. Laxminarain., Public Enterprise Management and Privatisation, S.Chand & Co, Delhi, 2003.
2. Farnham, David., & Sylvia Horton., Managing the New Public Service., Macmillan, New Delhi, 1996.
3. Osborne, David., & Gabler, Ted., Reinventing Government, PHI, New Delhi, 1992.

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Semester - IV

PA-OB-03 Women and Administration:

1. Gender Issues in Administration: Constitutional Provisions – Political, Social and Economic empowerment of Women. National Policy for Women Empowerment.
2. Women and Development – Policies and Developmental Programmes for women in India.
3. Women at work place – Issues, challenges and consequences.
4. Protection of Women's Rights – Human Rights and Women's Rights; Role of the National Commission for Women and Voluntary Agencies.

Selected Readings:

1. Tara Ali Baig (ed)., Women of India, Publications Division, GOI, New Delhi, 1990.
2. Mohini Giri, V., Emancipation and Empowerment of Women, Gyan Publishing House, New Delhi, 1998.
3. Singh, J.P.(ed)., The Indian Women: Myth and Reality, Gyan Pub. House, N.Delh, 1996.
4. Sharma, Usha., Women's Emancipation: Rights vs Population Control, Authors Pub., New Delhi, 2001.

PA-OB-04 Management of Local Governments:

1. Rural Management; The concept of panchayati raj; Balwant Rai Mehta Committee and Asok Mehta Committee reports; The three-tier structure – Organisation, working and role of the respective tiers; position, powers and functions of the key panchayati raj functionaries; Official-non-official relationship;
2. State level control over Panchayati Raj Institutions; An assessment of the Panchayati raj Institutions.
3. Urban Management; Evolution of Municipal Government in India; Corporations and Municipalities
Notified Areas etc.
4. Status and legal framework; structure and functions; deliberative and executive organs; committee system; State Control over municipal bodies.

Selected Readings:

1. Maheswari, S.R., Local Government in India, Latest Edition.
2. Khanna, B.S., Panchayati Raj in India, 1996.
3. Mukopadhyaya, Alok., Municipal Government and Urban Development, IIPA, New Delhi, 1996.

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Semester - IV

PA-OB-05 Management of Regulatory Authorities:

1. Philosophy of State Intervention and regulation of private Markets – Competitive and restrictive trade and commercial practices and its consequences on the market.
2. Development of the regulatory system: Experiences in the US – LPG, Market Economy and the role of the Regulatory Authorities/Commissions in India.
3. Role, status, objectives and functions of regulatory authorities – i.e., SEBI, TRAI, CERC and IDRAI.
4. Regulatory Authorities at the State Level – State ERA: Issues and problems of Regulatory mechanisms vis-à-vis government and clientele.

Selected Readings:

1. Kettl, Donald F., Sharing Power: Public Governance and Private Markets, The Brookings Institute, New York, 1993.
2. IIPA., Infrastructure in India's Development: Power, Transport and Communication, July-Sept.2001, IIPA, New Delhi.
3. Electricity Act, 2001. (Part X relating to Regulatory Commissions).
4. TRAI Act, 1997, 2000. Commercial Law Publishers, New Delhi, 2000.

Note: The selected readings in each of the courses mentioned above are only indicative and does not form part of comprehensive readings. Other reference materials, books and journals would be suggested by the faculty concerned during the course work.
