

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT.

Rules relating to MPA – Choice Based Credit System(CBCS)

The MPA (CBCS) programme may be implemented from 2010-11 academic year, provided all other PG programmes in other PG departments also adopt the CBCS model from 2010-11.

Otherwise, the MPA (CBCS) programme shall be implemented from that academic year in which all other PG programmes in other PG Departments also adopt the CBCS model.

Semesters and Credits:

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

| | |
|--|----------------------|
| Odd Semester (First and Third Semesters) | : July to November. |
| Even Semester (Second and Fourth Semesters) | : December to April. |

2. Each semester has approximately 15 teaching weeks.

3. Each Compulsory or Elective paper or a course in a semester shall have 4 credits (3 +1) and each Global Optional paper or course shall be for 2 credits.

4. One credit is equal to one contact hour per week. A paper or a course having 4 credits will have 3 hours of lecture per week and one hour of Tutorials/seminar.

5. In a semester of approximately 15 weeks, each paper or a course will approximately have 45 to 50 hours of lecture and tutorials/seminars.

6. A student shall acquire a minimum of 22 credits in each semester.

7. Admission Criteria: The existing norms/rules for admission to MPA programme shall continue for the CBCS programme also.

The details of the Choice Based Credit System (CBCS) are given below:

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

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

- (i) Compulsory courses/papers;
- (ii) Elective courses/Papers; and
- (iii) Global Optional Courses/Papers.

In order to be considered for the award of Master's Degree in Public Administration (MPA), a student shall pass all the three courses/papers i.e., Compulsory, Elective and Global Optional Courses.

2. There shall be 12 compulsory courses, 6 elective courses, 4 Global 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 2 compulsory courses and 3 elective courses. In the fourth semester there will be 3 elective courses, along with a compulsory project-based dissertation that carries 8 credits. 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. In each of the four semesters, a student will opt for one Global Optional Course (that has a weightage of 2 credits) offered by other PG Departments.

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).

3. The compulsory and Elective courses will have 4 (Four) credits each, and the Global Optional Course will have 2 (Two) credits.

4. The courses/Papers in different semesters are given below:

MPA (CHOICE BASED CREDIT SYSTEM)

Semester I

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|-----------------------------|---|----------------|---------------|----------------|
| PA-C-01 | Principles of Public Admin. & Management | 4 | 3 | 1 |
| PA-C-02 | Issues in Indian Administration | 4 | 3 | 1 |
| PA-C-03 | Comparative Administrative System | 4 | 3 | 1 |
| PA-C-04 | Economic policy and Management | 4 | 3 | 1 |
| PA-C-05 | Public Personnel Management. | 4 | 3 | 1 |
| PA-GO-01 Global Optional | Introduction to e-governance Or Introduction to Regulatory Governance | 2 | 2 | - |
| Total Credits | | 22 | | |

Semester II

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|-----------------------------|--|----------------|---------------|----------------|
| PA-C-06 | Bureaucracy and Organization | 4 | 3 | 1 |
| PA-C-07 | State and District Administration in India | 4 | 3 | 1 |
| PA-C-08 | Administrative law | 4 | 3 | 1 |
| PA-C-09 | Social Policy and Administration | 4 | 3 | 1 |
| PA-C-10 | Research Methodology | 4 | 3 | 1 |
| PA-GO-02 Global Optional | Hospital Management or Policy Making in Government | 2 | 2 | - |
| Total Credits | | 22 | | |

8. **The rules and regulations relating to granting of attendance of this University shall be followed.**

Board of Examiners:

9. 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:

10. There shall be one End Semester Examination of 3 hours duration in each course. The End Semester Examination shall be evaluated for 70 marks in each course. **A student shall obtain a minimum of 40% marks (in both internal and external examination) to pass a course. The dissertation based on project study (in lieu of 2 papers) shall carry 8 credits and will also be evaluated for 100 marks – 70 marks for Project report and 30 marks for viva-voce examination.**

11. The mode of End Semester Examination and evaluation shall be decided by the faculty concerned in consultation with the Departmental Committee.

12. **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.**

13. Students who 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 pass class.**

Evaluation:

14. The performance of a student in each course is evaluated in terms of marks obtained at the end semester examination as well as continuous assessment.

15. The marks will then be converted into grades and grade points.

PASSING CRITERIA FOR MPA PROGRAMME UNDER THE CBCS:

16. The student shall earn 22 credits to pass in each semester and 88 credits in all four semesters to obtain the PG Degree, i.e. Masters Degree in Public Administration (MPA).

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT.

MPA SYLLABUS UNDER THE CHOICE BASED CREDIT SYSTEM (CBCS) (To be implemented from 2010-11 Academic Year)

SEMESTER I:

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|---------------------------|---|----------------|---------------|----------------|
| PA-C-01 | Principles of Public Admin. & Management | 4 | 3 | 1 |
| PA-C-02 | Issues in Indian Administration | 4 | 3 | 1 |
| PA-C-03 | Comparative Administrative System | 4 | 3 | 1 |
| PA-C-04 | Economic policy and Management | 4 | 3 | 1 |
| PA-C-05 | Public Personnel Management. | 4 | 3 | 1 |
| PA-GO-01 (A) or (B) | (A) Introduction to e-governance Or (B) Introduction to Regulatory Governance | 2 | 2 | - |
| | Total Credits | 22 | | |

SEMESTER II:

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|------------------------|--|----------------|---------------|----------------|
| PA-C-06 | Bureaucracy and Organization | 4 | 3 | 1 |
| PA-C-07 | State and District Administration in India | 4 | 3 | 1 |
| PA-C-08 | Administrative law | 4 | 3 | 1 |
| PA-C-09 | Social Policy and Administration | 4 | 3 | 1 |
| PA-C-10 | Research Methodology | 4 | 3 | 1 |
| PA-GO-02 (A) or (B) | (A) Hospital Management or (B) Policy Making in Government | 2 | 2 | - |
| | Total Credits | 22 | | |

SEMESTER III:

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|------------------------|---|-----------------------|----------------------|-----------------------|
| PA-C-11 | Basic concepts in Computer Applications | 4 | 3 | 1 |
| PA-C-12 | Management of Financial System | 4 | 3 | 1 |
| PA-EA/EB/EC-01 | Elective course –Paper 1 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-EA/EB/EC-02 | Elective course –Paper 2 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-EA/EB/EC-03 | Elective course –Paper 3 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-GO-03 (A) or (B) | (A) Gender and Law or (B) RTI-Procedure and Practice | 2 | 2 | - |
| | Total Credits | 22 | | |

Semester IV:

| Paper | Compulsory/Optional | No. of Credits | Lectures/week | Tutorials/week |
|------------------------|--|-----------------------|-----------------------------------|----------------------------|
| PA-C-13 | Dissertation based on Project Research | 8 | Project Guidance- 2 hours/week | Field work 6 hours/week |
| PA-EA/EB/EC-04 | Elective course –Paper 4 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-EA/EB/EC-05 | Elective course –Paper 5 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-EA/EB/EC-06 | Elective course –Paper 6 from EA or EB or EC elective group | 4 | 3 | 1 |
| PA-GO-04 (A) or (B) | (A) Disaster Preparedness for Citizens or (B) Introduction to Local Government | 2 | 2 | - |
| | Total Credits | 22 | | |

Elective Groups:

Group EA: Human Resources Development (HRD)

| | | | |
|----------|--|---|--------------|
| PA-EA-01 | Principles of Human Resources Management | } | |
| PA-EA-02 | Organizational Behaviour and Development | } | Semester III |
| PA-EA-03 | Government and Labour Welfare Policy | } | |
| PA-EA-04 | Industrial Relations | } | |
| PA-EA-05 | Human Resources Development | } | Semester IV |
| PA-EA-06 | Safety Management | } | |

Group EB: Crisis Management (CM)

| | | | |
|----------|---|---|--------------|
| PA-EB-01 | Disaster Management | } | |
| PA-EB-02 | Water Resources Management | } | Semester III |
| PA-EB-03 | Environmental Policy and Administration | } | |
| PA-EB-04 | Police Management | } | |
| PA-EB-05 | Issues in Population Policy | } | Semester IV |
| 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 | Project Management | } | Semester III |
| PA-EC-03 | Management Improvement Techniques | } | |
| PA-EC-04 | Implementation of Computer Based Systems | } | |
| PA-EC-05 | e-governance and Cyber Laws | } | Semester IV |
| PA-EC-06 | ICT and Knowledge Management | } | |

M.P.A.Syllabus:

Semester I:

Compulsory or Core Papers:

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.

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, ND.

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.

Global Optional:

PA-GO-01(A): Introduction to e-governance:

1. e-governance - Nature and scope – Applications of IT in government – its influence on the performance of Public Organisations.
2. Citizen and e-governance – citizen participation in governmental process – Its influence on democratization and decentralized decision making in Public organizations.

Suggested readings:

1. Bedi, Kiran et.al., Government @ Net – New governance opportunities for India, sage, New Delhi 2001
2. Pardhasaradhi, Y., E-Governance and Indian Society, Kanishka Publications, New Delhi, 2009.

PA-GO-01(B): Introduction to Regulatory Governance:

1. Government and Regulation: Nature, Scope and rationale; Liberalization and Regulatory governance in India;
2. Role, status, objectives and functions of regulatory authorities in India: SEBI, TRAI, IRDA and CERC.

Suggested Readings:

1. Bare Acts relating to TRAI, IRDA, SEBI and CERC.
 2. Kettl, Donald F., Sharing Power: Public Governance and Private Markets, The Brookings Institute, New York, 1993.
 3. IIPA., Infrastructure in India's Development: Power, Transport and Communication, July-Sept.2001, IIPA, New Delhi.
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Semester II: Compulsory or Core Papers:

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. Formal and Informal Organizations.

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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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.
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PA-C-08 : 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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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.
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PA-C-10 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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Global Optional:

PA-GO-02(A): Hospital Management:

- 1) History and evolution 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; Measurement of Efficiency in Hospitals.

Suggested 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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PA-GO-02(B): Policy Making in Government:

1. Policy making Process: Institutions involved in the process – their role and functions; Influence of social, cultural, economic and technological factor in Policy making.
2. An analysis of Policy Making in Selected sector – Education, Health and Energy.

Suggested Readings:

1. Ganapathy.S. et.al. (eds., Public Policy and Policy Analysis in India, Sage, New Delhi, 1985.
 2. Policy Making in Government, Publications Division, Government of India.
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Semester III:

Compulsory or Core Papers:

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.
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PA-C-12 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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Elective Groups: (3 papers or courses)

PA-EA or EB or EC – 1, 2 & 3.

Global Optional:

PA-GO-03(A): Gender and Law:

Gender Issues in Administration- Political, Social and Economic Empowerment of Women. National policy for Women Empowerment.

Laws and Protection of Women's Right- Employment Laws, Family Laws, Criminal Laws and Constitutional laws.

Suggested Readings:

1. Agnes, Flavia, ; Law and Gender Inequality. The politics of women's rights in India, OUP (Oxford University Press), 2003.
 2. Monica Chawla., Gender Justice : Women and Law in India, New Delhi, Deep & Deep Pub., 2006.
 3. Basic Social and Economic laws (Bare Acts) relating to Gender;
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PA-GO-03(B): Right to Information(RTI): Procedure and Practice:

1. Transparent, Responsive and Accountable governance – Its Principles, nature and scope; Citizen vis-à-vis Government and governance;
2. RTI and its significance; Various provisions of the RTI Act.

Suggested Readings:

1. Right to Information Act – A Manual, National Book Trust of India, New Delhi.
 2. Jain, N.K., Right to Information – Concept , Law and Practice, Saujanya Books, New Delhi, 2007.
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Semester IV:

Compulsory or Core Papers:

PA-C-13: Dissertation based on project work (Field Study):

Note: In lieu of two theory papers, the dissertation carries 8 credits.

Elective Groups: (3 papers or courses)

PA-EA or EB or EC – 4, 5 & 6.

Global Optional:

PA-GO-04(A): Disaster Preparedness for Citizens:

- 1) Introduction to Disasters – Nature and Classification of Disasters – Profile of Disasters: Global, National, Regional.
- 2) Disaster Preparedness – Strategy and framework for Preparedness; Role of the Government, Media, Citizens and NGOs in Disaster Mitigation.

Suggested Readings:

1. Sharma, V.K (ed)., Disaster Management, NCDM, IIPA, New Delhi, 1994.
 2. Singh, K.S. (ed)., Disaster Management, Mittal, New Delhi, 1998.
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PA-GO-04(B): Introduction to Local Governments:

1. A brief Outline of Local Governments in India – Urban and Rural: Constitutional provisions relating to Local Governments.
2. Role, functions and responsibilities of Local Governments.

Suggested 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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Elective Groups:

Group EA: Human Resources Management:

PA-EA-01 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

Selected Readings:

1. Linda Maund., Introduction to Human Resources Management, Palgrave, Suffolk, 2001.
 2. V.S.P.Rao., Human Resources Management, Excel, New Delhi, latest Edition.
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PA-EA-02: Organizational Behaviour and Development:

- 1) Organizational Psychology and dimension of human behaviour;
- 2) Organisational Behaviour and Culture; its relevance to OD.
- 3) Organizational Development and Change -
- 4) Case studies on OB and OD.

Selected Readings:

1. Leavitt., Harold., Managerial Psychology, Univ. Of Chicago Press.
2. Parikh, Udai., Organizational Behaviour Process, Rawat, Jaipur, 1996
3. Katz, D and Kahn., Social Psychology of Organizations.
4. Robbins, Stephen R., Organizational Behaviour (Recent Edn)
5. P.N. Khandelwal., Organizational Behaviour (Recent Edn)

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.

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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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.
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Group EB: Crisis Management:

PA-EB-01 Disaster Management:

- 2) Introduction to Disasters – Nature and Classification of Disasters – Profile of Disasters: Global, National, Regional.
- 3) 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.
- 4) Management of rehabilitation- Damage and need assessment – reconstruction and rehabilitation.
- 5) 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.
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PA-EB-02 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.
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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.
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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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PA-EB-05 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 Sehgal, B.P., Population Policy and law, Deep & Deep, New Delhi, 1992.
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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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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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PA-EC-02 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.
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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-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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PA-EC-04 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.
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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 Delhi2001.
 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.
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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, Lawrence., 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>)
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