UNIT – I
1. Kaulitya
2. Mahatma Gandhi
3. FW Taylor
4. Henry Fayol

UNIT – II
5. Max Weber
6. M.P. Follet
7. Chester Bernard
8. Elton Mayo

UNIT – III
9. A.H. Maslow
10. Fredric Herzberg
11. McGregor
12. Herbert Simon

UNIT – IV
13. Fred.W. Riggs
14. Peter Drucker
15. Rensis Likert
16. Y. Dror

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
2. S.R Maheshwari Administrative Thinkers, Mac Millan India Limited, New Delhi.
11 R.N. Singh Management Thought & Thinkers Sultan Chand and Sons , New Delhi.
12 Prasad & Narayanan : Administrative Thinkers.

PUBLIC ADMINISTRATION
M.A FIRST SEMESTER
COURSE – II (COMPULSORY)
COURSE NAME: - PRINCIPLES AND THEORY OF PUBLIC ADMINISTRATION

Maximum marks: 80

UNIT – I
2. New Public Administration,
4. E-Governance: Concept, Rationale and significance.

UNIT – II
5. Theories of Organization – Classical, Neo classical and Modern theory.

UNIT – III

UNIT – IV

14. Leadership: Development of leadership, Qualities of leadership.
15. Accountability and control – Executive, Legislative, Judicial.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:

5. Amitai Etzioni Modern Organizations (New Delhi: Prentice Hall, latest ed.).
6. Robert T. Golembiewsky Public Administration as a Developing Discipline (New York: Marcel, latest ed.).
9. C.P. Bhabhri Public Administration (Theory and Practice (Meerut: Educational Publishers, latest ed.).
12  P. Herseay and K.H. Blanchard  Management of Organisational Behaviour (New Delhi: latest ed.).
13  Nicholas Henry  Public Administration and Public Affairs, (New Jersey: Prentice Hall, latest ed.).
15  Ramesh, K. Arora (ed.)  Perspective in Administrative Theory (New Delhi: Associated, latest ed.).
16  S.L. Kaushik and Pardeep Sahni (eds.)  Public Administration in India: Emerging Trends (Allahabad: Kitab Mehal, latest ed.).
18  David Osborne and T. Gaebler  Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector (New York: Addison Wesley, latest ed.).

PUBLIC ADMINISTRATION
M.A FIRST SEMESTER
COURSE – III (COMPULSORY)
COURSE NAME: - RESEARCH METHODS
Maximum marks: 80

UNIT – I
1. Social Research : Nature , Scope and Objectives
2. Methods of Social Research
4. Basic Elements of Research; –Research Problem , Selection and Formulation

UNIT – II
7. Survey Research and Case Study Method.
8. Sampling : Concept and Types.

UNIT – III
9. Methods of Data Collection : Documents, Observation , Interview and Questionnaire

UNIT – IV
12. Measures of Central Tendency : Mean, Median and Mode.
13. Measures of Dispersion: Meaning , Objects and Methods

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:

5. S.P. Gupta: Statistical Methods (New Delhi: Sultan Chand and Sons, latest ed.)

PUBLIC ADMINISTRATION
UNIT – I
2. Organizational goals & individual goals, integration of goals.

UNIT – II
5. Interpersonal behavior :- Interpersonal cooperative behavior, conflicting behavior Transactional analyses & its uses.
6. Social Factors & Behaviour:- Social factors, status system, status determinations, functions of status system, status determinations & problems of Status system.
7. Organisational Culture : Organizational Culture, components of culture, subculture concept of organizations. Culture as a liability.

UNIT – III
9. Group Dynamics and Behaviour: Types of groups, formal and informal groups, concept of group dynamics, group behavior, & group norms, group decision making.
10. Stress & behaviour :- Concept and features of stress; potential sources of stress; Effects of stress, coping strategies for stress.
11. Organizational conflicts:- Functional & Dysfunctional aspects of conflicts, Types of conflicts conflict management.
12. Attitude: Characteristics of Attitude, Components of an attitude, attitude and behaviour and measurement of attitudes.

UNIT – IV
14. Organizational Change :- Reasons for organizational change; planned change, processes in planned change, Human reactions to change, overcoming resistance to change. Change agents and their role.
15. Organizational Development (OD) :- Organizational Development. Need of OD, steps in OD. OD interventions :- sensitivity Training process consultation and team Development.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.
BOOKS RECOMMENDED:

PUBLIC ADMINISTRATION
M.A SECOND SEMESTER
COURSE – V (COMPULSORY)

COURSE NAME: - FINANCIAL ADMINISTRATION

Maximum marks: 80

UNIT – I
3. Centre State Financial Relations.

UNIT – II
5. Budget: Meaning & principles.
7. Enactment and Execution of Budget.

UNIT – III
11. Programme Planning Budgeting System.
12. Sun Set Budgeting.
UNIT – IV
13. Tax Administration in India: Organizational structure and functions.
14. Monetary Control over Finance.
15. Parliamentary Financial Control.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
UNIT – I
1. Evolution of Indian Administration: Kautilya, Mughal period and British period.
3. Political Executive at the Union Level: President, Prime Minister, Council of Ministers,
4. Political Executive at the State Level: Governor, Chief Minister, Council of Ministers.

UNIT – II
5. Central Secretariat and Cabinet Secretariat: Structure, Functions and Role.
6. Prime Minister Office: Significance, Functions and Role
7. Structure of State Administration: Chief Ministers Secretariat and Chief Secretary.

UNIT – III
10. Planning Machinery at the State Level: State Planning Board, Decentralized Planning at District level.
11. District Administration : Changing role of District collector at District level.
12. Administration of law and Order.

UNIT – IV
13. Citizen Charter: An instrument of administrative accountability..

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.
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<th>Title</th>
<th>Publisher/Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Mishra, B.B</td>
<td>Administrative History of India.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Sharma, S.R.</td>
<td>Evolution of Public Administration in India</td>
<td>Central Book Depot, Allahabad, 1965</td>
</tr>
<tr>
<td>5</td>
<td>Avasthi and Avasthi</td>
<td>Indian Administration</td>
<td>Agra: Luxmi Narain Aggarwal, 2001</td>
</tr>
<tr>
<td>7</td>
<td>Singh, Hoshiar and Singh Mohinder</td>
<td>Public Administration in India: Theory and Practice</td>
<td>Sterling Publishers</td>
</tr>
<tr>
<td>8</td>
<td>Ramesh K.Arora and Rajni Goyal</td>
<td>Indian Public Administration</td>
<td>New Delhi: VishwaParkashan, 1997</td>
</tr>
<tr>
<td>9</td>
<td>Khera, S.S</td>
<td>District Administration in India</td>
<td></td>
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<tr>
<td>10</td>
<td>Jain, R.B.</td>
<td>Contemporary issues in Indian Administration</td>
<td>Vishal Publication, Delhi 1976</td>
</tr>
<tr>
<td>11</td>
<td>Mukhi, H.R.</td>
<td>Indian Administration</td>
<td>SBD Publishers &amp; Distributors, New Delhi, 2005</td>
</tr>
<tr>
<td>13</td>
<td>Jain R.B.</td>
<td>Public administration in India-21st century challenges for Good governance.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Barthwal, C.P.</td>
<td>Good governance in India</td>
<td>Deep &amp; Deep Publications</td>
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</table>
Note: Out of six Optional Papers students are required to opt any two Papers.

COURSE – VII (COMPULSORY)

COURSE NAME: - ADMINISTRATIVE TECHNIQUES

Maximum marks: 80

UNIT – I
1. Work study: Meaning, objectives and functions.
3. Time Management: Techniques of effective time management, Strategies for effective time management

UNIT – II
5. Quality circles: Introduction, benefits of quality circles, Problems in the implementation of quality circles,
6. Total Quality Management.; The concept, objectives, components, Significance & implementation of Total quality Management in India
8. Management Information System its Objectives, Essentials of good information system, Functions, Role of MIS in Planning and control.

UNIT – III
10. O&M in India, Critical approach.
11. Ethical and Moral Techniques: Encouraging morality through ethics and moral techniques in administration.
12. Administrative Reforms in Indian Administration: Strategies and policies in administrative improvement.

UNIT – IV
13. Management by Objective: Pre- requisites, Process, Benefits, Problems and limitations of MBO, its application in Public Administration
14. O.D. Techniques in Public Administration: Definition ,Characteristics, objectives, process, OD interventions
16. Executive Development: Concept, process and Techniques of executive development

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED
PUBLIC ADMINISTRATION
M.A THIRD SEMESTER
COURSE – VIII (OPTIONAL)
COURSE NAME: - INFORMATION TECHNOLOGY AND COMPUTER
APPLICATIONS IN PUBLIC ADMINISTRATION
Maximum marks: 80

UNIT – I
2. The Information Systems Department; Building and Maintaining Information Systems.
3. MIS and Decision Making.
4. Components of MIS with special emphasis on data organization and data base.

UNIT – II
5. General Model of a Computer System; Understanding Input Devices; Output Devices; Primary and Secondary Storage Devices and Media; CPUs.
6. Operating System Basics; PC Operating Systems; OS and User Interface (Windows XP )
7. Hardware; Software; Types of Software.
8. Networking; Local and Wide Area Networks.

UNIT – III
10. Data Base Management Software: Uses , Interface and Special Features. (Using MS Access)
11. Introduction to the Internet; Internet basics (Using Internet Explorer).
UNIT – IV
12. E-Governance: Concept, Significance and Scope.
13. Computer Applications in Public Administration.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
7. Peter Hodson: Local Area Networks (N. Delhi: BPB Publications, latest edition)

PUBLIC ADMINISTRATION
M.A. THIRD SEMESTER
Note: Out of six Optional Papers students are required to opt any two Papers.

COURSE – IX (OPTIONAL)
COURSE NAME: LABOUR & INDUSTRIAL LAWS
UNIT – I

UNIT – II
6. Social Security measures undertaken in India.

UNIT – III
11. Fixation of minimum wages: Procedure, advisory Board and Committees & other provisions.

UNIT – IV

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1. C.B. Mamoria & S. Mamoria Social security Labour Welfare and Industrial Relations in India, Himalaya Publishing House, Bombay
5  G.K. Sharma  Labour Movement in India ( Sterling Publishers, New Delhi)
6  K.M. Subramaniam  Labour Management Relations in India ( Asia Publishing House Bombay)
7  T.N. Bhagoliwal  Economic of Labour and Industrial Relations
8  S.N. Mishra  Labour & Industrial Laws ( Allahabad) Law agency)
9  V.G. Gowsami  Labour and Industrial Laws ( Allahabad Law agency.
10 Deepak Bhatnagar  Labour Welfare & Social Security Legislation in India ( Deep and Deep New Delhi)
11 Ratna Sen  Industrial Relations in India : Shifting Paradigms Mcmillan India Ltd. , New Delhi, 2003
12 India  Report of the National Commission on Labour , Ministry of Labour

PUBLIC ADMINISTRATION
M.A THIRD SEMESTER
COURSE – X (OPTIONAL)

COURSE NAME: - ADMINISTRATIVE & CONSTITUTIONAL LAW

Maximum marks: 80

UNIT – I

UNIT – II
4. Administrative discretion and Judicial control.

UNIT – III
8. Institution of Ombudsman in India : Lok Pal & Lokayukta .
9. Constitutional Protection for Civil Services in India.

UNIT – IV
10. Amendment of Indian Constitution: Procedure , Basic Structure Concept.
11. Fundamental Rights.
12. Fundamental duties.
Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1  M.C.J. Kagzi                            Indian Administrative Law (Delhi Metropolitan) Latest Addition
4  I.P. Massey                            Administrative Law (New Delhi) latest edition
5  S. Chhabra                            Administrative Tribunals (New Delhi0
6  S. M. Mehta                            Constitutional Law in India (Law Delhi)
7  J. N. Pandey                           Constitutional Law in Law (Central law Agency)
8  Justice C.K. Thakker                   Lecturer on Administrative law (Eastern Book Co. Lucknow)

PUBLIC ADMINISTRATION
M.A THIRD SEMESTER
COURSE – XI (OPTIONAL)
COURSE NAME: PUBLIC ENTERPRISES IN INDIA

Maximum marks: 80

UNIT – I
1. Public Enterprise: Concept, Rationale and Objectives;
2. Role of Public Sector in the Economic Development;
3. Organizational Forms: The Departmental Undertaking; The Public Corporation; and Government Company, Joint Stock Company

UNIT – II
5. Governing Boards: Types, Functions, Size and Composition; Professionalization of Boards of Governance in India.
6. Measurement of Efficiency of Public Enterprises, Profitability and contribution to Indian Economy
7. Pricing Policy and Practices

UNIT – III
9. Legislative and Ministerial Control over Public Enterprises and Audit
10. Public Sector Reforms including Memorandum of Understanding.
11. Disinvestment: Objectives, Methods, Machinery and Assessment

UNIT – IV
12. Privatization: Theory, Objectives, Methods, Procedure, and Assessment.
13. Post-Privatization and Regulation Policy.
14. Relationship with the Government
15. Public Relations and the Consumer

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
4. Government of India Administrative Reforms Commission, report on
<table>
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<tr>
<td>8</td>
<td>L.K.Jha</td>
<td>Economic Administration in India – Retrospects and Prospect</td>
<td>New Delhi: IIPA</td>
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<td>18</td>
<td>Govt. of India</td>
<td>Five Year Plan Documents</td>
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</table>

**PUBLIC ADMINISTRATION**

**M.A THIRD SEMESTER**

**COURSE – XII (OPTIONAL)**

**COURSE NAME:** PERSONNEL ADMINISTRATION IN INDIA AND UNITED KINGDOM

**UNIT – I**

Maximum marks: 80
2. Career Systems – Concept and Types
3. Position Classification – Concept and Bases

UNIT – II
5. Constitutional Provisions with regard to Civil Services in India
6. Recruitment: Concept, Policies and Methods of recruitment of All India Services, Recruitment procedure in U.K.
7. Recruitment agencies at Union and State level, Problems of recruitment.
8. Union Public Service Commission (UPSC): Role and Functions

UNIT – III
9. Promotion: Methods of promotion, Performance Appraisal, Promotion procedure for Civil Services in India, Reforms in promotion system, Promotion procedure for Civil Service in U.K.
10. Pay Commissions in India
11. Training: Objectives of training types of training, Training Methods Training Instituted in India,
12. Training for Civil Services in India with special reference to all India Services, Training of Civil Services in U.K.

UNIT – IV
13. Administrative Ethics; Code of Conduct
14. Disciplinary Action
15. Employer- employee Relations: Right to form association, Unions, Institutional arrangement for settlement of disputes in India and U.K.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1 Rustom S. Davar Personnel Management and Industrial Relations in India (New Delhi: Vikas Publishing House, 2nd
PUBLIC ADMINISTRATION
M.A. THIRD SEMESTER
COURSE – XIII (OPTIONAL)

COURSE NAME: - LOCAL GOVERNMENT IN INDIA

Maximum marks: 80

UNIT –I

1. Meaning, Scope and Significance of Urban Local Government.
3. Evolution of Local Government in India.
4. Problems of urbanization in India.

UNIT –II

5. Structure and Functions of Urban Local Governments in India.
7. Finances of Urban Local Governments in India.
8. Other Urban Local Bodies and special agencies: Notified area committee, Town Area Committee, Cantonment Board and Improvement Trust.

UNIT – III

11. Panchayati Raj Personnel: Administrative setup
12. Finances of Panchayati Raj Institutions in India. Rural Problems and Challenges.

UNIT – IV

13. Role of Deputy Commissioner in Panchayat Raj Institutions.
14. Role of Block Development Officer in Rural Development Programmes.
15. State Control over Local Bodies: Legislative control, Administrative control, Financial control & Judicial Control.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED

1. Maheshwari, S.R

2. Bhayana, Sahib Singh
   Local Government in India, New Academic publishing company, Jalandhar, 1986

3. Nigam, S.R
   Local Government, S. Chand and Co., New Delhi.

4. Kaushik, S.K

5. Singh, K.N. and Singh, D.N. (ed.)
   Rural Development in India, Babaras Hindu University, Varanasi

6. Maheshwari, S.R
   Rural Development in India, A Public Policy Approach, Sage Publications, New Delhi, 1985

   Rural Development in India, Himalayan Publishing House, 1984

8. Jain, L.C. Grass (ed.)
   Grass Without Roots, Sage Publication, New Delhi, 1982

9. Singh, Sahib and Singh, Swinder
   Local Government in India, (New ed.)

10. Bhatnagar, S
    Rural Local Development in India, Light and Life publishers, New Delhi, 1992

11. Mishra, S.N
    New Horizons in Rural Development Administration, Mittal publication, New Delhi, 1989

12. Khanna, B.S
    Rural Development in India, Deep and Deep publication, 1992

13. Singh, Mohinder
    Rural Development Administration and Anti Poverty
PUBLIC ADMINISTRATION
M.A. FOURTH SEMESTER
COURSE – XIV (COMPULSORY)

COURSE NAME: - DEVELOPMENT ADMINISTRATION

Maximum marks: 80

UNIT – I
1. Development Administration: Meaning Nature and Scope, Development Administration and Traditional Development Administration Dichotomy.
3. Main Characteristics of Developed and Developing Countries.

UNIT – II
5. Urban Planning and Its problems in India.
6. Self Help groups: Objectives, functions and formation of Self Help Groups
7. Non Government Organizations (NGOs): Concept, Significance and Rationale, Procedure for registration of N.G.O, Sources of NGO Funding :Internal Sources & External Sources
8. Public Private Partnerships in Development.

UNIT – III
12. Strategies for Women’s Development and their participation in Development.

UNIT – IV
**Note:** The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

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<tr>
<td>1</td>
<td>Weidner, Edward W</td>
<td>Development Administration I Asia Duke University Press, Durshan, 1970</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Riggs, Fred W</td>
<td>Frontier of Development Administration Duke University Press, Durshan, 1970</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Panadikar, Pai</td>
<td>Development Administration in India, New Delhi, 1974</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Vayunandan E, Mathew Dolly (ed)</td>
<td>Good Governance initiatives in India, Prentice Hall of India, New Delhi, 2003</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Goel, S.L.</td>
<td>Quarterly Journal of Indian Institute of Public (ed) Administration, Special issue on Right to Information, July September, 2009 PAPER NO</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>P.S. Jaswal and Jaswal</td>
<td>Nishtha Environmental Law, Pioneer Publications 2000</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Cheena Gambhir</td>
<td>Consumer Protection Administration, Deep &amp; Deep Publications, New Delhi, 2007</td>
<td></td>
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<tr>
<td>12</td>
<td>Adaikkalam Subbian</td>
<td>Human Rights: Philosophy, Promotion, Protection and Perspectives</td>
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PUBLIC ADMINISTRATION
M.A FOURTH SEMESTER

Note: Out of Five Optional Papers Students are required to Opt any Two Papers.

COURSE – XV (OPTIONAL)

COURSE NAME: - PUBLIC POLICY

Maximum marks: 80

UNIT – I
1. Public Policy: Concept, Significance and Approaches.
2. Policy Analysis: Concept, Significance and Approaches.

UNIT – II
4. Public Policy Making: Structure and Process
5. Policy Making In India: Constitutional Arrangement and Role of Executive, Legislature and Judiciary.

UNIT – III
8. Approaches to Policy Implementation

UNIT – IV
11. Criteria for Evaluation: Cost-Benefit Analysis; Efficiency; Effectiveness; Equity.
13. Policy change and continuity:

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1 Madan, K.D. et. al. Policy Making in Government Publication (New Delhi: latest ed.).
2 Basu, D.D. Constitution of India (New Delhi : Prentice Hall of
3. Stuart, S. Nagel  
Public Policy: Goals, Means and Methods (New York: Martin Press, latest ed.).

4. P.R. Dubhashi  
Policy and Performance (New Delhi : Sage Publications, latest ed.).

5. R.K. Sapru  
Public Policy: Formulation, Implementation and Evaluation (New Delhi: Sterling, latest ed.).

6. James E. Anderson  
Public Policy Making (New York, Praeg, latest ed.).

7. Ishwar Dayal and K. Mathur  
Dynamics of Formulation of Policy in Government of India (Delhi: latest ed.).

PUBLIC ADMINISTRATION  
M.A FOURTH SEMESTER  
COURSE – XVI (OPTIONAL)  
COURSE NAME: - LABOUR & INDUSTRIAL RELATIONS  
Maximum marks: 80

UNIT – I  
1. Industrial Relations: Meaning, objectives & Significance of Industrial Relations(IR) Approaches of IR.  
2. Industrial Disputes: Meaning , Types . Reasons of Industrial Disputes.  

UNIT – II  
6. Relations Techniques & principles.  
7. Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.  
8. Workers Participation in Management: Concept, Objectives and Significance. Methods Participation in Management.

UNIT – III  

UNIT – IV  
15. Industrial Relations System in India: An Analysis of Labour Policy .

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1  C.B. Manoria & S. Mamoria  Social security Labour Welfare and Industrial Relations in India, Himalaya Publishing House, Bombay
2  S.C. Srivastava  Industrial Relations and Labour Laws Vikas Publishing House, Noida
3  C.B. Gupta  Human Resource Management, Sultan Chand & Sons, New Delhi
5  G.K. Sharma  Labour Movement in India (Sterling Publishers, New Delhi)
6  K.M. Subramanium  Labour Management Relations in India (Asia Publishing House Bombay)
7  T.N. Bhagoliwal  Economic of Labour and Industrial Relations
8  SN. Mishra  Labour & Industrial Laws (Allahabad) Law agency
9  V.G. Gowsami  Labour and Industrial Laws (Allahabad Law agency)
10 Deepak Bhatnagar  Labour Welfare & Social Security Legislation in India (Deep and Deep New Delhi)
11 Ratna Sen  Industrial Relations in India: Shifting Paradigms Mcmillan India Ltd., New Delhi, 2003
12 India  Report of the National Commission on Labour, Ministry of Labour

PUBLIC ADMINISTRATION
M.A FOURTH SEMESTER
COURSE – XVII (OPTIONAL)
COURSE NAME: - PUBLIC RELATIONS
Maximum marks: 80

UNIT – I
3. Communications: Meaning, Process and role of Communication in India, Barriers to effective Communication.

UNIT – II
5. Media and Publicity: Publicity Media, Types of Publicity ,functions and Communicating with media .
7. Aids to Public Relations: Photography Exhibitions, trade fair, Radio, Television and special events in Public Relations .
8. Advertising in Public Relations: Role, features and states of advertising in India.

UNIT – III
9. Employee Relations.
10. Stake holder Relations.
11. Education Relations.
12. Community Relations.

UNIT - IV
15. International Public Relation

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
3. H. Frarier Moore & Frank B 2002
   Kalnna
4. K.R. Balan Applied Public Relations and Communication ,
UNIT - I
1. Major issues of Law and order in India, Causes of disorders and crime in India.
2. Police Organization and its role at the national, State and District level.

UNIT – II
4. Agriculture in Five Plans.
5. Recent Agricultural Policies.
6. Organization of Agriculture Union Ministry and State Department of Agriculture.

UNIT – III
8. Problems of Education in Developing Countries with special reference to India
9. Education and five year Plans, approaches, priorities and investments.

UNIT – IV
12. The role of Indian Government in Public Health Administration –Ministry of Health.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
1. P.D Sharma
   Police in India , Delhi Research , 1976
2. S.C. Mishra
   Police Administration in India, National Police Academy
<table>
<thead>
<tr>
<th>No.</th>
<th>Author/Title/Institution</th>
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<tbody>
<tr>
<td>3</td>
<td>David H. Baley, The Police and Political Development in India, Princeton University, 1969</td>
</tr>
<tr>
<td>4</td>
<td>R.K. Bhardwaj, Indian Police Administration, National New Delhi, 1978</td>
</tr>
<tr>
<td>6</td>
<td>John P. Kenny, Police Administration, Spring Field, Charles C Thomas, 1975</td>
</tr>
<tr>
<td>7</td>
<td>Indian Institute of Public Administration, New Delhi Management of Agriculture</td>
</tr>
<tr>
<td>8</td>
<td>Harvinder Virk, Administration of Agricultural</td>
</tr>
<tr>
<td>9</td>
<td>Rudder Dutt &amp; K.P.M Sundharm, Indian Economy</td>
</tr>
<tr>
<td>10</td>
<td>Compell, Corbally Ramsayr, Introduction to Educational Administration</td>
</tr>
<tr>
<td>11</td>
<td>Lulla, B.P. &amp; Murly, S.K, Essential of Educational Administration</td>
</tr>
<tr>
<td>12</td>
<td>J.P. Naik, Policy and Performance in Indian Education</td>
</tr>
<tr>
<td>13</td>
<td>S.S. Mathur, Educational Administration, Principles and Practices</td>
</tr>
<tr>
<td>14</td>
<td>WHO, World Health Situation</td>
</tr>
<tr>
<td>15</td>
<td>---------------------------, Health Statistics of Government of India, New Delhi</td>
</tr>
<tr>
<td>16</td>
<td>Ministry of Health, Annual Reports</td>
</tr>
<tr>
<td>17</td>
<td>G. Borakar, Health in Independence India</td>
</tr>
<tr>
<td>18</td>
<td>S.L. Goel, International Administration: WHO South-East Asia Regional Office, New Delhi (Sterling Publishers, 1977)</td>
</tr>
</tbody>
</table>

**PUBLIC ADMINISTRATION**  
M.A FOURTH SEMESTER  
COURSE – XIX (OPTIONAL)  
COURSE NAME: - INTERNATIONAL ADMINISTRATION

**Maximum marks: 80**

**UNIT – I**

1. International Administration: Origin, Objectives and role with special reference to the League of Nations till World War second.
2. Factors leading to the Establishment of the United Nations.

UNIT – II
4. Specialized Agencies of the UN: UNESCO and UNICEF and their functions and role
5. Specialized Agencies of the UN: ILO and WHO and their functions and role.
6. The UN Secretariat: Organization, Functions and its Working

UNIT – III
7. Machinery to settle International disputes.
8. International Institutions: Functions and role of WTO.

UNIT – IV
10. Regional Institutions: Functions and Role of SAARC and ASEAN.
11. Future of UNO

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:
3. R. Basu Personal Administration in the UN New Delhi, Sterling, 1989
### HIMACHAL PRADESH UNIVERSITY
DEPARTMENT OF PUBLIC ADMINISTRATION
SHIMLA – 5
THE COURSES AND SYLLABI FOR MASTER DEGREE IN HUMAN RESOURCE DEVELOPMENT,

<table>
<thead>
<tr>
<th>Course-I</th>
<th>Administrative &amp; Management Thinkers (Compulsory)</th>
<th>80</th>
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<td>Course-II</td>
<td>Principles &amp; Theory of Public Administration (Compulsory)</td>
<td>80</td>
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<td>Course -III</td>
<td>Research Methods (Compulsory)</td>
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**Second Semester**

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<th>Course -IV</th>
<th>Organization Behaviour (Compulsory)</th>
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<td>Course-V</td>
<td>Financial Administration( Compulsory)</td>
<td>80</td>
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<td>Course- VI</td>
<td>Indian Administration (Compulsory)</td>
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Third Semester (Note: Out of six optional papers students are required to opt any two papers).

<table>
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<tr>
<th>Course-VII</th>
<th>Administrative Techniques (Compulsory)</th>
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<td>Course -VIII</td>
<td>Information Technology &amp; Computer Applications in Public Administration (Optional)</td>
<td>80</td>
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<td>Course -IX</td>
<td>Labour &amp; Industrial Laws (Optional)</td>
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<tr>
<td>Course -X</td>
<td>Administrative &amp; Constitutional Law (Optional)</td>
<td>80</td>
<td>20</td>
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<tr>
<td>Course-XI</td>
<td>Public Enterprises in India (Optional)</td>
<td>80</td>
<td>20</td>
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<tr>
<td>Course-XII</td>
<td>Personnel Administration in India and United Kingdom (Optional)</td>
<td>80</td>
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<td>Course-XIII</td>
<td>Local Government in India (Optional)</td>
<td>80</td>
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Fourth Semester (Note:- Out of five optional papers students are required to opt any two papers).

<table>
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<tr>
<th>Course-XIV</th>
<th>Development Administration (Compulsory)</th>
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<td>Course -XV</td>
<td>Public Policy (Optional)</td>
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<td>20</td>
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<td>Course-XVI</td>
<td>Labour &amp; Industrial Relations (Optional)</td>
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<td>20</td>
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<td>Course-XVII</td>
<td>Public Relations (Optional)</td>
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<td>Course-XVIII</td>
<td>Some Aspects of Public Administration in India (Optional)</td>
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<tr>
<td>Course-XIX</td>
<td>International Administration (Optional)</td>
<td>80</td>
<td>20</td>
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NOTE: For ICDEOL and Private students each paper will of 100 marks i.e. 20 marks for each Question.
### MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)

#### MHRDFIRST SEMESTER

**Course – 1**

**Course Name:** Management Thought and Thinkers  
**Maximum marks:** 80

#### UNIT – I

1. FW Taylor
UNIT – II
5. A.H. Maslow
6. Fredric Herzberg
7. McGregor
8. Herbert Simon

UNIT – III
9. Max Weber
10. M.P. Follet
11. Chester Bernard
12. Elton Mayo

UNIT – IV
13. Peter Drucker
14. F.W. Riggs
15. Y. Dror
16. Rensis Likert

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:
1. D. Ravindra Prasad, V.S. Prasad and P. Satyanaryana
   Administrative Thinkers, Sterling Publishing House, New Delhi.
2. S.R Maheshwari
   Administrative Thinkers, Mac Millan India Limited, New Delhi.
3. F.W. Taylor:
   Scientific Management, Harper and Row Publishers, USA.
4. Luther Gullick & Lyndall Urwick:
5. George Elton Mayo
6. Chester I. Barnard:
7. Max. Weber:
8. Abraham Maslow:
9. Douglas Mc Gregor:
   Leadership and Motivation, MIT Press, Boston.
10. R.N. Singh
    Management Thought & Thinkers Sultan Chand
UNIT – I:
17. Management: Meaning, nature & scope. Management as a process, Management as a Science and an Art, Management as an emerging Profession.
18. Administration versus Management, Significance of Management.

UNIT – II

UNIT – III:
25. Organization:– formal and informal organizations.
27. Delegation, Decentralization, line Staff and Auxiliary agencies, Headquarters and field – relationship. Coordination.

UNIT – IV:
30. Leadership: Development of leadership, Theories of Leadership, Qualities of leadership.
Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:

1. P. Subba Rao
   Management and Organisational Behaviour
   Himalaya Publishing House

2. V.S.P. Rao, P S Narayana
   Organization Theory and Behaviour
   Konark Publishers Private Limited

3. John Pfiffner and Frank Sherwood
   Administrative Organization (New Delhi: Prentice
   Hall, Latest ed.)

4. Peter F. Drucker
   Management: Tasks, Responsibilities, Practices
   (Bombay: Allied Publishers, latest ed.).

5. H. Koontz and Cyril O’Donnell
   Hill, latest ed)

6. Amitai Etzioni
   Modern Organizations (New Delhi: Prentice Hall,
   latest ed.)

7. Robert T. Golembiewsky
   Public Administration as a Developing Discipline
   (New York: Marcel, latest ed.)

8. Mohit Bhattacharya
   Public Administration (Calcutta: World Press,
   latest ed).

   Challenges in Governance (ed) Anamica
   Publishers, New Delhi 201

10. David Osborne and T. Gaebler
    Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector (New York: Addison Wesley, latest ed.)

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD FIRST SEMESTER
COURSE – III
Course Name: Business Statistics and Research Methodology
Maximum marks: 80
UNIT – I
17. Methods of Social Research

UNIT – II
22. Survey Research and Case Study Method.
23. Sampling: Concept and Types.

UNIT – III
24. Methods of Data Collection: Documents, Observation, Interview and Questionnaire

UNIT – IV
27. Measures of Central Tendency: Mean, Median and Mode.
28. Measures of Dispersion: Meaning, Objects and Methods
29. Correlation Analysis: Linear and Rank Correlation.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:
5. S.P. Gupta – Statistical Methods (New Delhi: Sultan Chand and Sons, latest ed.)
10. F.L. Bhandarkar & T.S. Wilikinson – Methodology & Techniques of Social Research (Himalaya Publishing House,
MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD FIRST SEMESTER
COURSE – IV
Course Name:- Foundations of Human Relations
Maximum marks: 80

UNIT – I
17. Human Relations: Meaning, Approaches, Importance,
19. Essentials of Human relations, Dos and Don’ts.
20. Consequences for Human Relations, Strategies for curbing baneful effects.

UNIT – II
24. Social Stratification: Concept, Bases, Types-Caste and class.

UNIT – III
25. Socialization: Concept, Theories and agencies
27. Social Groups: Concept, significance and types. Primary and Secondary Groups.

UNIT – IV
29. Organisation Culture: Definition, creating Organisation culture, How employees learn Organisation culture, How to measure Organisation culture.
31. Interpersonal behavior: Nature of interpersonal behavior, Transactional analysis Benefits and uses of Transactional Analysis.
32. Work and Social capital, Challenges to Work-Based Strategies for Building Social Capital, Changes in the social organizations of work.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

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<th>No.</th>
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<th>Title</th>
<th>Publisher and Location</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bhushan Vidya And Sachdev, D.R.</td>
<td>An introduction to Sociology</td>
<td>Kitab Mahal, Allahabad</td>
<td>1999</td>
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<td>3</td>
<td>Davis, Kingsley,</td>
<td></td>
<td>Arjeet Publications, Delhi</td>
<td>1987</td>
</tr>
<tr>
<td>5</td>
<td>C.B. Gupta</td>
<td>Human Resource Management</td>
<td>Sultan Chand &amp; Sons,</td>
<td>2005</td>
</tr>
<tr>
<td>6</td>
<td>P.C.Tripathi,</td>
<td>Development</td>
<td>Sultan Chand &amp; Sons.</td>
<td></td>
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<td>8</td>
<td>L.M. Prasad</td>
<td>Human Resource Management</td>
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<td>11</td>
<td>L.M. Prasad</td>
<td>Principles and Practice of Management</td>
<td>New Delhi, Sultan Chand and Sons,</td>
<td>1989</td>
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<tr>
<td>12</td>
<td>L.M. Prasad</td>
<td>Organizational Behaviour</td>
<td>Sultan Chand and Sons New Delhi</td>
<td>2003</td>
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<td>13</td>
<td>L.M. Prasad</td>
<td>Human Resource Management</td>
<td>Sultan Chand and Sons, New Delhi</td>
<td>2003</td>
</tr>
</tbody>
</table>

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD SECOND SEMESTER
COURSE – V

Course Name: Human Behaviour in Organization

Maximum marks: 80

UNIT – I
18. Organizational goals & individual goals, integration of goals.


UNIT – II

21. Interpersonal behavior: Interpersonal cooperative behavior, conflicting behavior

22. Factors & Behaviour: Social factors, status system, status determinations, functions of status system, status determinations & problems of Status system.

23. Organisational Culture: Organizational Culture, components of culture, subculture, Culture as a liability.


UNIT – III

25. Group Dynamics and Behaviour: Types of groups, formal and informal groups, concept of group dynamics, group behavior, group norms, group decision making.


27. Organizational conflicts: Functional & Dysfunctional aspects of conflicts, Types of conflicts, conflict management.

28. Attitude: Characteristics of Attitude, Components of an attitude, attitude and behaviour, and measurement of attitudes.

UNIT – IV


30. Organizational Change: Reassures for organizational change, planned change, processes in planned change, Human reactions to change, overcoming resistance to change. Change agents and their role.


32. Personality: Meaning, Determinants of personality. Theories on personality: Trait theory, Social learning theory and self theory.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

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<td>L.M. Prasad</td>
<td>Organizational Behaviour, Sultan Chand &amp; Sons Daryaganj, New Delhi.</td>
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<td>5</td>
<td>Kumar &amp; Mittal</td>
<td>Organizational Behaviour, Anmol Publications, New Delhi.</td>
</tr>
<tr>
<td>7</td>
<td>Fred Luthans</td>
<td>Organizational Behaviour, McGraw Hill Singapur.</td>
</tr>
<tr>
<td>8</td>
<td>French &amp; Bell</td>
<td>Organization Development, Prentice Hall, New Delhi</td>
</tr>
<tr>
<td>9</td>
<td>Stemphen P. Rebbins</td>
<td>Organizational Behaviour: Concept and Controversies (Prentice Hall, New Delhi).</td>
</tr>
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<td>12</td>
<td>P. Meyer</td>
<td>Administrative Organization, Copenhagen, 1957.</td>
</tr>
</tbody>
</table>

**MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)**

**MHRD SECOND SEMESTER**

**COURSE – VI**

**Course Name:** Industrial Psychology

**Maximum marks: 80**

**UNIT – I**
1. Industrial Psychology: Concept, Development of Industrial Psychology,

**UNIT – II**
5. Personality: Concept of personality, Personality theories, Personality Development, Determinants of Personality, Personality and Behaviour.
6. Attitude: Features, component, Characteristics, factors in attitude formation, Theories of Attitude Formation, Sources of Attitude, Possible way of changing Attitude

**UNIT-III**
10. Values: Concept, Types, Factors in value formation, Values and behaviour, Values and Manager Behaviour.

UNIT – IV
13. Fatigue, Monotony and Boredom: Concept, Causes and Effects
15. Motivation of Industrial Employees: Concept and Determinants.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED
1 M.L,Blum & J.C. Naylor Industrial Psychology, 1984, GBS Publishers, Delhi
2 E.J. Mc Cunnin and Iigen Industrial Psychology 1984-PIII, New Delhi
3 Robert C. Beck Applying Psychology understanding People, PHI , 1982
4 Edger Schein Organisation Psychology, PHI , New Delhi
5 C.B. Gupta Human Resource Management, Sultan Chand & Sons, 2005
6 P.C. Tripathi Human Resource Development, Sultan Chand & Sons
8 L.M. Prasad Human Resource Management, Sultan Chand & Sons, New Delhi, 2001
9 L.M. Prasad Principles and Practice of Mgt. New Delhi, Sultan Chand and Sons, 1989
10 L.M. Prasad Organizational Behaviour, Sultan Chand and Sons New Delhi, 2003
11 L.M. Prasad Human Resource Management Sultan Chand and Sons, New Delhi, 2003

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD SECOND SEMESTER
COURSE – VII
Course Name: Human Resource Development.
UNIT-I:
1. Human Resource Development: Concept of Human Resource Development (HRD), Need for HRD, organization of HRD.
2. Qualities of a HRD manager. Employee counselling.

UNIT-II:
8. Relationship between morale: Factors influencing industrial productivity, steps to increase productivity.

UNIT-III:
10. Leadership: Concept of leadership, Theories of leadership: Trait theory, Behavioural theory and situational theory. Leadership styles in Indian organizations.
11. Career Development and Planning: Concept of career, Career planning, the process of career planning, limitations of career planning, career development, Essentials of success in career.

UNIT-IV:
14. Conflict Management: Meaning, levels of conflicts, Conflict management Techniques.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.
BOOKS RECOMMENDED:
1. Keith Davis  
2. Nair & T.V. Rao  
3. Prem Kumar & A.K. Ghosh (ed)  
4. K. Aswathappa  
5. C.B. Gupta  
6. Frank, H.E  
7. Fred Luthans  
8. R.M. Steers  
9. L.M. Prasad  
   Organization Behaviour, Sultan Chand and Sons, New Delhi.
10. C.B. Mamoria  
11. T.N. Chhabra  
12. P.C. Tripathi  

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD SECOND SEMESTER
COURSE – VIII
Course Name: Human Resource Management
Maximum marks: 80

UNIT-I

2. HRM Objective & Functions, Organisation of HRM Arguments & Conclusions.

UNIT-II:-

UNIT-III:-
11. Employee Benefits & Services: Learning objectives, Meaning & Definition, Importance of Employee Benefits & Services, Types of Employee Benefits & Services, Guidelines to make Benefits & Services Programmes more effective.

UNIT-IV:-

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:
1. David A. Decenzo & Personnel / Human Resource Management,
UNIT – I
2. Work study: Meaning, objectives and functions.

UNIT – II
5. Quality circles: Introduction, benefits of quality circles, Problems in the implementation of quality circles,
6. Total Quality Management.; The concept, objectives, components, Significance & implementation of Total quality Management in India
7. Globalization: Issues and Challenges of Globalization on management,
8. Management Information System : Objectives, Essentials of good information system, Functions, Role of MIS in Planning and control.

UNIT – III
9. Ethical and Moral Techniques: Encouraging morality through ethics and moral techniques in administration.
10. Reforms in Corporate Governance.
11. Time Management: Techniques of effective time management, Strategies for effective time management
12. Stress Management: concept of stress, causes of Stress, Effect of Stress, Coping Strategies for Stress

UNIT – IV
14. Organisation Development: Definition, Characteristics, objectives, process, OD interventions
16. Executive Development: Concept, objectives, importance, process and Techniques of Executive development

**Note:** The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

**BOOKS RECOMMENDED**

7. Management in Government, Quarterly Journal published by the Department of Personnel and Administrative Reform (Administrative Reforms Wing)

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**MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)**
**MHRD THIRD SEMESTER**
**COURSE – X**
Course Name: - Computer Management Information System and Office Management

**Maximum Marks:** 80

**UNIT – I**

2. The Information Systems Department; Building and Maintaining Information Systems.

3. MIS and Decision Making.

4. Components of MIS with special emphasis on data organization and data base.

UNIT – II

5. General Model of a Computer System: Understanding Input Devices; Output Devices; Primary and Secondary Storage Devices and Media; CPUs.

6. Operating System Basics; PC Operating Systems; OS and User Interface (Windows XP).

7. Hardware; Software; Types of Software.

8. Networking; Local and Wide Area Networks.

UNIT – III


10. Spreadsheet Software: Uses, Interface and Special Feature. (Using MS Excel)

11. Data Base Management Software: Uses, Interface and Special Features. (Using MS Access)

12. Introduction to the Internet; Internet basics (Using Internet Explorer).

UNIT – IV

13. Office Management: Concept, Significance and functions of office management.

14. Systems and procedures, planning and organizing an office and controlling office activities.

15. Coordinating office layout and handling office correspondence, filing and indexing.

**Note:** The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

**BOOKS RECOMMENDED:**


7. Peter Hodson: Local Area Networks (N. Delhi: BPB Publications, latest edition)
UNIT – I
1. Industrial Disputes Act, 1947: Introduction, Objectives, definitions of Industry and Industrial disputes.
2. Authorities under the Act.

UNIT-II

UNIT-III

UNIT-IV
Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:

1  C.B. Manoria & S. Mamoria  
   Social security Labour Welfare and Industrial Relations in India, Himalaya Publishing House, Bombay

2  S.C. Srivastava  
   Industrial Relations and Labour Laws Vikas Publishing House, Noida

3  C.B. Gupta  
   Human Resource Management, Sultan Chand & Sons, New Delhi

4  R.C Saxena  

5  G.K. Sharma  
   Labour Movement in India, (Sterling Publishers, New Delhi)

6  K.M. Subramaniam  
   Labour Management Relations in India, (Asia Publishing House Bombay)

7  T.N. Bhagoliwal  
   Economic of Labour and Industrial Relations

8  S.N. Mishra  
   Labour & Industrial Laws, (Allahabad) Law agency)

9  V.G. Gowsami  

10 Deepak Bhatnagar  
    Labour Welfare & Social Security Legislation in India, (Deep and Deep New Delhi)

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD THIRD SEMESTER
COURSE – XII (COMPULSORY)
Course Name: - Project Report
Maximum marks: 100
(80 marks Theory +20 marks viva-voce)
MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)
MHRM FOURTH SEMESTER
COURSE – XIII
Course Name: Business Ethics
Maximum marks: 80

UNIT-I:-
4. Ethical Dilemma : Meaning , characteristics , methods, approaches.

UNIT-I:-
5. Improving Ethical Decision Making: Steps indecision making , factors influencing ethical decision making behaviour.
6. Organization Culture: Concept , Significance, Types of Culture.
8. Codes of Conduct: Conduct, Limitations, developing codes of conduct.

UNIT-III:
11. Values: Meaning, Importance , types, formulation of values.

UNIT-IV:-
15. Basic Principles of Indian Ethics for Management as contained in the Upanishds and the Gita.
16. Value Based Governance in Organizations.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:
5 Thomas M.Garrell ( 1970) Business Ethics , The Tunes of India Press,
UNIT – I
17. Industrial Relations: Meaning, objectives & Significance of IR. Approaches of IR.
18. Industrial Disputes: Meaning, Types . Reasons of Industrial.
20. Current Trends and Future of IR.

UNIT – II
21. Human Relations: Concept, Meaning , approaches and Importance. Problems in Human
22. Relations Techniques & principles.
24. Workers Participation in Management: Concept, Objectives and Significance. Methods Participation in Management.

UNIT – III
25. Trade Unionism: Meaning significance and function of Trade Unions .Classification of Trade Unions.


UNIT – IV
31. Industrial Relations System in India: An Analysis of Labour Policy.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.
BOOKS RECOMMENDED:

1. C.B. Manoria & S. Mamoria
   Social security Labour Welfare and Industrial Relations in India, Himalaya Publishing House, Bombay

2. S.C. Srivastava
   Industrial Relations and Labour Laws Vikas Publishing House, Noida

3. C.B. Gupta
   Human Resource Management, Sultan Chand & Sons, New Delhi

4. R.C. Saxena

5. G.K. Sharma
   Labour Movement in India (Sterling Publishers, New Delhi)

6. K.M. Subramaniam
   Labour Management Relations in India (Asia Publishing House Bombay)

7. T.N. Bhagoliwal
   Economic of Labour and Industrial Relations

8. SN. Mishra
   Labour & Industrial Laws (Allahabad) Law agency

9. V.G. Gowsami
   Labour and Industrial Laws (Allahabad Law agency)

10. Deepak Bhatnagar
    Labour Welfare & Social Security Legislation in India (Deep and Deep New Delhi)

11. Ratna Sen
    Industrial Relations in India: Shifting Paradigms Mcmillan India Ltd., New Delhi, 2003

12. India
    Report of the National Commission on Labour, Ministry of Labour

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD FOURTH SEMESTER
COURSE – XV

Course Name: Public Relation & Mass Communication
Maximum marks: 80

UNIT – I

18. Major Areas of Public Relations Activity: (PR), Advertising Publications, Media & Coordination, PR with constituents.
19. Communications: Meaning, Process and role of Communication in India, Barriers to effective Communication.
20. Ministry of Information and Broadcasting organization, functions.

UNIT – II

21. Media and Publicity: Publicity Media, Types of Publicity, functions and Communicating with media.
22. Corporate Public Relation: Process elements and management of corporate PR.
23. Aids to PR: Photography Exhibitions, trade fair, Radio, Television and special events in PR.
24. Advertising in PR: Role, features and states of advertising in India.

UNIT – III
25. Employee Relations
26. Share holder Relations
27. Education Relations
28. Community Relations

UNIT - IV
29. Professional code : Meaning , Principles and code of Ethic ( International , IPRA)
30. Research: Objectives and types of Research.
31. International Public Relation
32. Public Relations and Social Responsibility.

Note: The paper should be divided into Five Units. Paper setter is requested to set at least two questions from each unit, i.e. unit I, II, III and IV. The students are required to attempt one question from each unit. Unit V is compulsory and it should cover all the units of the syllabus, i.e. one part from each unit, hence it will consist of four parts and each part will be answered in 150 words and question must be in the form of notes and each part will have four marks. Each question shall be of 16 marks.

BOOKS RECOMMENDED:
1. D.S. Mehta
2. Diwaker Sharma
3. H. Frarier Moore & Frank B Kalnpa
   2002
4. K.R. Balan
   Applied Public Relations and Communication, Sultan Chand & Co., New Delhi 2002
5. U.K. Singh & B . Narayan

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD FOURTH SEMESTER

COURSE – XVI
Course Name: Viva Voce
Maximum Marks: 100

HIMACHAL PRADESH UNIVERSITY
DEPARTMENT OF PUBLIC ADMINISTRATION
THE COURSES AND SYLLABI FOR POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT.

PAPER- I HUMAN RESOURCE DEVELOPMENT:


18. **Training & Development:** Coverage of operative training programme, steps in training programme, training methods, Impediments to Effective training.

19. **Management development:** Nature of managerial functions, Managerial skills, Management development: Concepts & assumptions. Management development process, Management development Methods, on the job development, off the job development, self development, organization of Management Development Programmes, Evaluation of off training & development programmes.

20. **Organization Development:** Concept of OD, process of OD, OD Interventions: Survey feedback, process consultation, sensitivity training, transactional Analysis, Change Agents, role of change agents.

21. **Dynamics of Employee Morale and Productivity:** Meaning, factors affecting morale, types of morale, effects of morale, morale & productivity, morale & performance, measurement of morale, improving morale. Relationship between morale & productivity, factors influencing industrial productivity, steps to increase productivity.

22. **Motivation:** Meaning, Importance, theories of motivation viz, Maslow’s need hierarchy theory, two factor theory, ERG theory, achievement motivation theory, Equity theory, Reinforcement theory, X,Y,Z theories.

23. **Leadership:** Concept of leadership, Theories of leadership i.e. Trait theory, Behavioural theory and situational theory. Leadership styles in Indian organizations.

24. **Career Development and Planning:** Concept of career, career planning, the process of career planning, limitations of career planning, career development, Essentials of success in career.

25. **Performance Appraisal:** Concept, performance appraisal process, methods, Barriers to effective appraisal.


27. **Conflict Management:** Meaning, levels of conflicts, Conflict management Techniques.


29. **Safety & health Management:** Safety, Causes of accidents, Safety measures, Statutory provision concerning safety, Health management, statutory provisions concerning health.

**BIBLIOGRAPHY:**

3. Prem Kumar &

PAPER NO II HUMAN RESOURCE BUILDING:

1. Personality.
2. Perception
3. Attitudes and Values
4. Power and Authority
5. Inter personal behaviour
6. Work Environment
7. Absenteeism and Labour Turnover
8. Organizational Effectiveness
9. Team Building
10. Communication and Counseling
11. Decision Making
12. Time Management

BIBLIOHTSPHY:

3. William G. Ouchi ; Theory Z, New York, Avon Books,
11. L.M. Prasad; Principles and Practice of Mgt. New Delhi, Sultan Chand and Sons, 1989.

PAPER NO IIIRD RESEARCH METHODS:

2. The Research Process
3. Research Design
4. Meaning & formulation of hypothesis
5. Testing of hypothesis
6. Meaning & Types of sampling
7. Content analysis
8. Observation
9. The interview method.
10. The Questionnaire
11. Case Study
12. Survey Method
13. Tabulation of Data
14. Analysis of Data
15. Report Writing
16. The Computer : Its role in research

BIBLIOGRAPHY:

2. Lillian Conhen; Statistical Methods for Social Science, New Delhi.
4. Young, Pauline; Scientific Social Surveys.
SEMESTER –II  
PAPER NO. IV : EMPLOYER EMPLOYEE RELATIONS:

3. Trade Union: Development, Structure, Recognition, Leadership and Management in Trade Union.
4. Types of trade union and Problems of Trade Unionism.
7. Worker Participation in Management at various levels.
10. Disciplines and Grievance: Meaning, Types of disciplines causes of in disciplines, enforcement of discipline, Essentials of good disciplinary system.

BIBLIOGRAPHY:

1. Agnihotri, V: Industrial Relation in India.
4. Mamoria, C.B: Dynamics of Industrial Relations.

PAPER NO V HUMAN RESOURCE MANAGEMENT:

18. Organising the Personal Function: Organisation of Personal Department, Image & qualities of HR/Personnel Manager, Need and Significance of Personnel Policies, Essentials of Personal Policies.

19. HRM Trends in a Dynamic Environment:
External factors Vs HR functions, Total Quality Management, Internal Environment Vs HR function, Managing Diversity.


25. Employee Benefits & Services: Learning objectives, Meaning & Definition, Importance of Employee Benefits & Services, Types of Employee Benefits & Services, Guidelines to make Benefits & Services Programmes more effective.


REFERENCE:


### Annexure –I

**M.Phil Syllabus in Public Administration w.e.f 2010-11 session**

The M.Phil course will be one year duration divided into two semester caring total 300 marks.

<table>
<thead>
<tr>
<th>Semester –I</th>
<th>Course No. I</th>
<th>Name of the Papers</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. (i)</td>
<td></td>
<td>Advanced Public Administration</td>
<td>75</td>
</tr>
<tr>
<td>(ii)</td>
<td></td>
<td>Seminar</td>
<td>25</td>
</tr>
<tr>
<td>2. (i)</td>
<td></td>
<td>Advanced Research Methods</td>
<td>75</td>
</tr>
</tbody>
</table>
Note:
1. Theory paper: For regular students each theory paper will be of 75 marks and duration of each paper will be 3 hours. In each theory paper 10 Questions are to be set and candidate has to attempt only 5 Questions. All question will carry equal marks.

2. Two seminars and one book review will be evaluated by the Department teachers/staff council.

Semester-II
3. Dissertation

The division of 100 marks will be as given below:

(i) Dissertation writing 75
(ii) Dissertation viva-voce 25
Total 100

M.PHIL Ist Semester: Course No-I: (I)

Advanced Public Administration

1. Sustainable Development: Definition, features, Concept & principles, Challenges to Sustainable Development. Concept of Inclusive Development.


3. E-Government and E-Governance, E-governance initiative at centre and state level. E-governance as a tool of good governance.


5. Ethics in Public Administration: Ethical concerns in Public Administration, Role of Ethics in Administration, Challenging Corruption in Indian Public Services, Right to Information Act, 2005.


Bibliography

Alka Dhameja: Contemporary Debates in Public Administration


R.B Jain: Globalization & good governance pressure for constructive reforms.

Indian Journal of Public Administration “Special Issue of IInd Administrative Reform Commission ,IIA , Nov., 2007


E-Governance Compendiums, 2007 of Dept. of Information Technology Govt. of Madhya Pradesh.


S.L.Goel: Encyclopedia of Disaster Management
Advanced Research Methods

Course No – II

3. Research: Basic Elements of Research, Research Problem, Concept and objectives, Types of Research, Quantitative & Qualitative Research.
5. Hypothesis formulation and Hypothesis testing.
7. Methods of Data Collection (Observation, Interview, Questionnaire).
10. Survey of Research in Public Administration in India.

Selected Readings:

8. B.N. Ghosh: Scientific Methods and Social Research New Delhi, Sterling Public Pvt. Ltd.


**Semester –II: Course No –III Dissertation**

Maximum marks -100

The division of 100 marks will be as given below:

(i) Dissertation Writing 75 marks
(ii) Dissertation viva-voce 25 marks

Total 100 marks