

**PUBLIC ADMINISTRATION
M.A. FIRST SEMESTER
COURSE – I (COMPULSORY)**

COURSE NAME: - ADMINISTRATIVE AND MANAGEMENT THINKERS

Maximum marks: 80

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:

- 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 M.K. Gandhi: Hind Swaraj, Navajvan, Ahmedabad .
- 4 F.W . Taylor: Scientific Management , Harper and Row Publishers, USA.

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| 5 | Luther Gullick & Lyndall Urwick: | Papers- in Sciences of Administration, Columbia University Press, New York. |
| 6 | George Elton Mayo | The Human Problems of Industrial Civilization , Harvard Business School Boston. |
| 7 | Chester I. Barnard: | The Functions of Executive , Harvard University Press, Cambridge. |
| 8 | Max. Weber: | Economy and Society translated and edited by Guenther Roth & Claus Wittich , Bedminister Press New York. |
| 9 | Abraham Maslow: | Motivation and Personality, Harper & Row, New York. |
| 10 | Douglas Mc Gregor: | Leadership and Motivation , MIT Press, Boston. |
| 11 | R.N. Singh | Management Thought & Thinkers Sultan Chand and Sons , New Delhi. |
| 12 | Prasad & Narayanan : | Administrative Thinkers. |
| 13 | Navin Mathur: | Management Thought, National Publishing House , Jaipur. |

**PUBLIC ADMINISTRATION
M.A FIRST SEMESTER
COURSE – II (COMPULSORY)**

COURSE NAME: - PRINCIPLES AND THEORY OF PUBLIC ADMINISTRATION

Maximum marks: 80

UNIT – I

1. Public Administration: Meaning Nature, Scope and Significance of Public Administration. Difference between Public and Private Administration. Administration as an Art or Science.
2. New Public Administration,
3. New Public Management. . .
4. E-Governance: Concept, Rationale and significance.

UNIT – II

5. Theories of Organization – Classical, Neo classical and Modern theory.
6. Approaches to the study of Public Administration: Structural – functional, systems approach, Behavioral approach.
7. Public Choice approach.
8. Bureaucracy: Meaning types and Weberian model of Bureaucracy.

UNIT – III

9. Organization: formal and informal organizations.
10. Principles of organization – Hierarchy, Span of control, unity of command and Co-ordination.
11. Concepts of Public Administration: Power, Authority, and responsibility.

12. Decision Making: Meaning, Classification and Essentials of decision making. Process of decision making, techniques of decision making, approaches to decision making.

UNIT – IV

13. Good Governance: Concept, characteristics, elements . Issues and Challenges.
14. Leadership: Development of leadership, Qualities of leadership.
15. Accountability and control –Executive, Legislative, Judicial.
16. Citizen and Administration: Issues and problems, Methods to promote good relationship.

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 Felix, A. Nigro and C. Nigro Modern Public Administration (New York: Lloyd Harper and Row, Latest edition)
- 2 John Pfiffner and Frank Sherwood Administrative Organization (New Delhi: Prentice Hall, Latest ed.).
- 3 Peter F. Drucker Management: Tasks, Responsibilities, Practices (Bombay: Allied Publishers, latest ed.).
- 4 H. Koontz and Cyril O'Donnell Principles of Management, (Tokyo: McGraw Hill, latest ed).
- 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.).
- 7 Mohit Bhattacharya Public Administration (Calcutta: World Press, latest ed).
- 8 Mamta Mokta, S.S.Chauhan, S.K. Challenges in Governance(ed) Anamica Mahajan and Simmi Agnihotri Publishers,New Delhi 2011
- 9 C.P. Bhambri Public Administration (Theory and Practice (Meerut: Educational Publishers, latest ed.).
- 10 Bertram Gross The Managing of Organisations (London: Free Press, latest ed.).
- 11 W.M. Newman, C. Summer and E. Warren Management Concepts,behaviour&practice,edu.publishers Meerut.

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|----|---------------------------------------|---|
| 12 | P. Hersey 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.). |
| 14 | Herbert G. Hicks and Ray C. Gutlet | Organisations : Theory and Behaviour (New York : McGraw Hill, 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.). |
| 17 | J.S. Vickers and George K. Yarrow | Privatization: An Economic Analysis (Cambridge: MIT Press, 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
3. Nature of Science and Scientific Method.
4. Basic Elements of Research; –Research Problem , Selection and Formulation

UNIT – II

5. Hypotheses: Definition , Features and Types and Testing Procedures.
6. Research Design: Definition, Contents and Types.
7. Survey Research and Case Study Method.
8. Sampling : Concept and Types.

UNIT – III

9. Methods of Data Collection : Documents, Observation , Interview and Questionnaire
10. Data Processing : Editing, Coding and Tabulation.
11. Graphic Representation: Graphs of time series and Graphs of frequency distributions.

UNIT – IV

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

14. Correlation Analysis : Linear and Rank Correlation .
15. Report Writing: Content & Style of Report writing.

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:

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|-----------|-----------------------------------|---|
| 1 | Clarie Seltiz , Marie Jahoda | Research Methods in Social Relations (New York: Holt Rinehart and Winston, latest ed.). |
| 2 | C.A. Moser and G.Kalton | The English Language Book Society and Heinemann Educational Books, latest ed.) |
| 3 | Pauline V.Young | Scientific Social Research and Surveys (India: Asia Publishing House, latest ed.) |
| 4 | William J. Goode and Paul K. Hatt | Methods in Social Research (U.S.A.: Mc. Graw Hill Book Company , latest ed.) |
| 5 | S.P. Gupta | Statistical Methods (New Delhi: Sultan Chand and Sons, latest ed.) |
| 6 | Arthur L. Bowley | Elements of Statistics (New York: Staples Press Incorporated , latest ed.) |
| 7 | Murray R. Spiegel | Theory and Problems of Statistics (New York : Mc Graw –Hill International Book Company , latest ed.) |
| 8 | F.E. Croxton and Dudley J. Cowden | Applied General statistics (London : Sir Isaac Pitman and Sons , Ltd. , latest ed.). |
| 9 | David Nachmias and Chara Nachmias | Research Methods in the Social Sciences (New York : St. Martin’s Press, Inc. latest) |
| 10 | F.L Bhandarkar & T.S. Wiliknson | Methodology & Techniques of Social Research (Himalaya Publishing House, Mumbai). |

**M.A SECOND SEMESTER
COURSE – IV (COMPULSORY)
COURSE NAME: - ORGANIZATIONAL BEHAVIOUR**

Max. Marks: 80

UNIT – I

1. Organization and its analysis: Concept of Organization , Typology of Organizations.
2. Organizational goals & individual goals, integration of goals.
3. Nature of Organization behavior (OB) : Concept of organization behavior , Nature of OB, Role of OB, OB knowledge and management practices.
4. Nature of Human Behaviour :-Individual differences , courses of individual differences , Models of man.

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.
8. Concept of organizational climate;- factors affecting organizational climate , impact of organizational climate , Developing sound organizational climate.

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

13. Organizational Effectiveness : Concept of organisation effectiveness Approaches to the study of organizational effectiveness factors in organizational effectiveness.
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.
16. Personality: Meaning , Determinants of personality . Theories of 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. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED :

- 1 R.A .Sharma: Organizational Theory & Behaviour; Tata Mc Graw-Hill Publishing co. Ltd. New Delhi.
- 2 Pfiffner and Sherwood: Administrative Organizations, Prentics Hall of India , New Delhi.
- 3 Elizioni, A: Modern Organizations, Prentice Hall of India , New Delhi.
- 4 L.M. Prasad: Organizational Behaviour , Sultan Chand & Sons Daryaganj, New Delhi.
- 5 Kumar & Mittal Organizational Behaviour, Anmol Publications , New Delhi.
- 6 Lazarus , R.S. : Psychological Stress and the coping process, Mc Graw Hill, New York.
- 7 Fred Luthans: Organizational Behaviour , Mc Graw Hill Singapur.
- 8 French & Bell: Organization Development , Prentice Hall , New Delhi
- 9 Stemphen P. Rebbins: Organizational Behaviour : Concept and Controversies (Prentice Hall, New Delhi).
- 10 V.S. Rao,& P.S Naryanan: Organization Theory and Behaviour (Konark Publishers Pvt. Limited).
- 11 Keith Devis: Human Behaviour at work (Mc Graw, Hill Book Co., New Delhi.
- 12 P. Meyer: Administrative Organization , Copenhagen, 1957.
- 13 Hicks & Guellett: Organization Theory & Behaviour , Prentice Hall, London, 1960.

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

COURSE NAME: - FINANCIAL ADMINISTRATION

Maximum marks: 80

UNIT – I

1. Financial Administration: Meaning , Nature , Scope & Signification.
2. Principles of Financial Administration.
3. Centre State Financial Relations.
4. Ministry of Finance & Finance Commission.

UNIT – II

5. Budget: Meaning & principles.
6. Preparation and passage of budget.
7. Enactment and Execution of Budget.
8. Budget as instrument of Eco. Development & Management.

UNIT – III

9. Performance Budgeting.
10. Zero base Budgeting.
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.
16. Audit & CAG: Types of audit.

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 Prem Chand : Control of Public Expenditure in India, N Indian New, 1963.
- 2 Jasse Burkhead: Government Budgeting , New York, 1967.
- 3 G.S. Lall Financial Administration in India, Delhi, 1976.
- 4 B.N. Gupta: Indian Federal Financial and Budgeting Policy , Allahabad, 1070.
- 5 Thavaraj, M.J.K: Financial Administration of India, Delhi, Sultan Chand & Sons, 1978.
- 6 Gupta, B.N: Government Budgeting with special Reference to India, New Delhi, 1966.
- 7 Report of ARC: Central Directorate Centre State Relations. Finance audit and accounts. Delegation of Financial and Administrative powers.
- 8 Wattal, P.L.: Parliamentary Financial control in India Bombay , Minerva Book Depot, 1985.
- 9 Chanda , A.K: Aspects of Audit control, Bombay, 1969.
- 10 Handa, K.L: Financial Administration in India, IIPA New Delhi, 1988.
- 11 Peter A. Pyhrr: Zero –Base Budgeting , New York, Johan Wiley and Sons, 1973.
- 12 Baisys, K.N: Financial Administration in India Himalaya Publishing House, Bombay, 1986.
- 13 Gautam, Padam Nabh: Financial Administration in India, Vitt Prashashan , Haryana Sahitya Academy Chandigarh, 1993.
- 14 Sanjeev K. Mahajan & Anupama Puri Mahajan: Financial Administration in India , P.H.I, New Delhi. (In the press)

PUBLIC ADMINISTRATION

M.A SECOND SEMESTER

COURSE – VI (COMPULSORY)

COURSE NAME: - INDIAN ADMINISTRATION

Maximum marks: 80

UNIT – I

1. Evolution of Indian Administration: Kautilya, Mughal period and British period.
2. Environmental Setting of Indian Administration: Parliamentary Democracy, Unitary and Federal Features of the Indian Constitution.
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.
8. Centre- State Relations: Legislative & Administrative, Sarkaria Commission Report & Punchhi Commission Report on Central – State relations.

UNIT – III

9. Machinery for Planning: National Development Council and Planning Commission: Plan formulation process.
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..
14. Public service delivery in Administration: Right to Service Act.
15. Transparency in Governance: Study of main provisions of Right to information Act 2005.
16. Accountability in Administration: Vision Mission, Objectives & functions of Result Framework Document.

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 Basu D.D Introduction to the Constitution of India (New Delhi: Wadhwa and Company, 20th edition, 2008)
- 2 Mishra, B.B Administrative History of India.
- 3 Sharma, S.R: Evolution of Public Administration in India, Central Book Depot , Allahabad, 1965.
- 4 Maheshwari, S.R Indian Administration , Mac millan, 6th edition 2001)
- 5 Avasthi and Avasthi Indian Administration (Agra: Luxmi Narain Aggarwal, 2001)
- 6 Singh Hoshiar (ed.) Indian Administration (Jaipur: Aalekh Publishers, 2008)
- 7 Singh, Hoshiar and Singh Mohinder Public Administration in India: Theory and Practice, Sterling Publishers
- 8 Ramesh K.Arora and Rajni Goyal Indian Public Administration (New Delhi: VishwaParkashan, 1997)
- 9 Khera, S.S District Administration in India.
- 10 Jain, R.B: Contemporary issues in Indian Administration, Vishal Publication , Delhi 1976.
- 11 Mukhi, H.R. Indian Administration, SBD Publishers & Distributors, New Delhi, 2005.
- 12 Goel, S.L. The Indian Journal of Public Administration Special issue on Veerapan Moily Committee Report, July-September 2007.
- 13 Jain R.B. Public administration in India-21st century challenges for Good governance.
- 14 Barthwal ,C.P. Good governance in India,, Deep & Deep Publications
- 15 Mamta Mokta, S.S.Cchauhan, S.K.Mahajan and Simmi Agnihotri Challenges in Governance (ed.) Anamica Publishers, New Delhi 2011

PUBLIC ADMINISTRATION

M.A THIRD SEMESTER

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.
2. Work Measurement: Meaning, Objectives, Essentials And Techniques of Work measurement.
3. Time Management: Techniques of effective time management, Strategies for effective time management
4. Stress Management: concept of stress, causes of Stress, Effect of Stress, Coping Strategies for Stress.

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 administration, strategies to solve problems.
8. Management Information System its Objectives, Essentials of good information system, Functions, Role of MIS in Planning and control.

UNIT – III

9. Administrative Improvement – O & M Approach. Objectives, functions of O&M, Functions, essentials of O&M Units.
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
15. Job Analysis: Concept of Job analysis, objectives of job analysis, Process & Techniques of job analysis, Uses.
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

- | | | |
|---|-------------------|--|
| 1 | Rao, V.S.P. | Organization Theory and Behaviour, Konark Publishers private limited, New Delhi 1999 |
| 2 | Gupta C. B. | Human Resource Management, Sultan Chand & Sons, New Delhi,2005. |
| 3 | Goel, S.L., | Modern Management Techniques, Deep & Deep Publications Pvt. Ltd. 2000 |
| 4 | Srinath, D.S. | Pert and CPM: Principles and applications East West Press , New Delhi , 1975. |
| 5 | United Nations: | Use of Modern Management Techniques in Public Administration, Developing countries. |
| 6 | Milward, G.E: | Organization and Methods –Macmillan London, 1960. |
| 7 | ----- | Management in Government, Quarterly Journal published by the Department of Personnel and Administrative Reform (Administrative Reforms Wing) |
| 8 | Michael Armstrong | Handbook of Management Techniques (New Delhi: Excel Books, 1995) |

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

COURSE NAME: - INFORMATION TECHNOLOGY AND COMPUTER APPLICATIONS IN PUBLIC ADMINISTRATION

Maximum marks: 80

UNIT – I

1. Meaning, Role , Evolution of Management Information Systems .
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

9. Word Processing Software : Uses, Interface and Special Features. (Using MS Word) Spread Sheet Software: Uses, Interface and Special Feature. (Using MS Excel)
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.
14. Computer Security, Cyber Crime.

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 Alexis Leon and Mathews Introduction to Computers (New Delhi: Vikas Leon: Publishing House Pvt. Ltd. , Latest Ed.)
- 2 Christian Crumlish: ABC's of the Internet (N. Delhi: BPB Publications, latest edition)
- 3 Gordon B. Davis and Management Information Systems: Conceptual Margrethe A. Olson: Foundations , Structure and Development (Tata McGraw Hill, latest ed.)
- 4 Henry C.Lucas, Jr. Information Technology for Management (New Delhi: Tata McGraw-Hill, 2000)
- 5 Kenneth C. Laudon and Jane Management Information Systems: Managing the P. Laudon: Digital Firm (New Delhi: Pearson Education , 2006)
- 6 James O' Brien: Management Information Systems (Tata McGraw Hill , latest edition)
- 7 Peter Hodson: Local Area Networks (N. Delhi: BPB Publications, latest edition)
- 8 P.K. Sinha: Computer Fundamentals (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

1. Labour Welfare: Meaning , Significance , Types , Agencies for Labour Welfare.
2. Labour Welfare measures under taken in India . Role of Labour Welfare officers.
3. Factories Act, 1948: Introduction, Objectives , scope . Inspecting staff, Powers of Labour Inspectors.
4. Provisions in Factories Act,1948 Related to Health , safety , hazardous processes , working hours of adults.

UNIT – II

5. Social security: Meaning aims , need & significance of Social security Origin & growth of idea of social security.
6. Social Security measures undertaken in India.
7. Workmen’s Compensation Act 1923: Introduction, objects & scope, main provisions of the Act.
8. ESI Act, 1948 : Introduction, objects & scope . Benefits available under the Act, Org.& functions of ESI corporation.

UNIT – III

9. Wages: Theories of wages.
10. Minimum wages Act, 1948: Object, Scope & Salient features of the Act .Minimum wages, Fair wages & Living wages.
11. Fixation of minimum wages: Procedure, advisory Board and Committees & other provisions.
12. Payment of Wages Act, 1936 : Object & Scope payment of wages & deductions under the Act , Authorities under the Act.

UNIT – IV

13. Child Labour: Introduction, causes of Employment of children, Effects of Child Employment & suggestions for eradicating child employment.
14. Legislations Related to employment of Children: Employment of Children (Pledging of Labour) Act, 1933. Employment of children Act, 1938.
15. Employment of women: Extent of Employment of women , trends , pattern & problems.
16. Maternity Benefits Act, 1961: Object, scope, Main provisions of the Act.

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
- 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	Labour Problems and Social Welfare (K . Nath & Co. Merrut).
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

1. Administrative Law : Meaning , Nature, Scope and growth of Administrative Law.
2. Constitutional Law & Administrative Law . Rule of Law: Concept of Rule of Law and Indian constitution .
3. Principles of Natural Justice & their Judicial interpretation .

UNIT – II

4. Administrative discretion and Judicial control.
5. Delegated Legislation : Meaning & Need of delegated Legislation Control ; Parliamentary procedural & Judicial.
6. Liability of Administration : Liability in contract & Tort .

UNIT – III

7. Judicial Review : Principles and modes.
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
- 2 U.P.D. Kesri Lectures on Administrative Law (Central Law
Publications) latest edition.
- 3 S.P. Sathe Administrative Law (N.M. Tripathis Pvt. Ltd.) latest
edition
- 4 I.P. Massey Administrative Law (New Delhi) latest edition
- 5 S. Chhabra Administrative Tribunals (New Delhi)
- 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)

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
4. New Economic Policy: Its impact on Public Sector

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
8. Performance of Central Public Sector Enterprises.

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:

- | | | |
|----------|-----------------------------|---|
| 1 | S.S.Khera | Government in Business (Delhi: National, 1977). |
| 2 | A.H. Hanson | Public Enterprises and economic Development (London: Routledge and Kegan, 1972). |
| 3 | United Nations Organisation | Management and supervision of Public Enterprises in Developing Countries (New York: V.N., 1974) |
| 4 | Government of India | Administrative Reforms Commission, report on |

- Public Undertakings (New Delhi: 1974).
- 5 United Nations Measures for Improving the Performances of Public Enterprises in Developing Countries (New York: 1970).
 - 6 K.R.Gupta Issues in Public Enterprises (New Delhi: S.Chand, latest edition).
 - 7 Laxmi Narain Principles and Practice of Public Enterprises Management (New Delhi: S. Chand, latest edition).
 - 8 L.K.Jha Economic Administration in India – Retrospects and Prospect (New Delhi: IIPA)
 - 9 P.R.Dubbashi Economics, Planning and Public Administration (Bombay: Somaiya Publications, Pvt. Ltd., latest edition).
 - 10 S.C.Kuchhal Industrial Economy of India (Allahabad: Chaitanya Publishing House, latest edition).
 - 11 S.S.Marathey Regulation and Development (New Delhi: Sage Publishers, latest edition).
 - 12 V.V.Ramanadham The Working of Public Sector (Bombay: Allied Publishers, latest edition).
 - 13 D.K.Mittal Price Policy for Public Enterprises (New Delhi: Anmol Publications, latest edition).
 - 14 World Bank Bureaucrats in Business – The Economics and Politics of Government Ownership (New York: World Bank, 1995)
 - 15 Steppan J. Beiley Public Sector Economics : Theory, Policy and Practice (London, 1995)
 - 16 Dieter Bos Privatization: A Theoretical Treatment (Oxford, 1991).
 - 17 J.Vickers and G. Yarrow Privatization: An Economic Analysis (Cambridge:MIT Press, 1988).
 - 18 Govt. of India Five Year Plan Documents

PUBLIC ADMINISTRATION
M.A THIRD SEMESTER
COURSE – XII (OPTIONAL)
COURSE NAME: - PERSONNEL ADMINISTRATION IN INDIA AND
UNITED KINGDOM

Maximum marks: 80

1. Personnel Administration: Definition Scope and Significance, Ecology of Personnel Administration.
 2. Career Systems – Concept and Types
 3. Position Classification – Concept and Bases
 4. Human Resource Management and Development concept, elements and its application in Government.
- 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.
 16. Problems of Generalist and Specialists in India and U.K. Integrity in Civil Services, Administrative Reforms since, 1947 in India: A.D, Gorewala & Paul H. Apppleby recommendations about Indian Personnel system, Northcote Trevelyn & Fulton Committee.

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

- Edition, 2008).
- 2 Edwin B. Flippo Principles of Personnel Management (McGraw Hill, Kogakusha, 4th Edition, 2008)
 - 3 John E. Rouse Public Administration in American Society (ed.) (Michigan: Gale Research, 2008)
 - 4 United Nations New Approaches to Personnel Policy for Development (New York: 2008)
 - 5 A.P. Saxena Training and Development in Government (New Delhi: 2010)
 - 6 H. Koontz and Cyril O'Donnell Principles on Management, (Tokyo: McGraw Hill, 5th ed., 2008)
 - 7 Administrative Reforms Commission Report on Personnel Administration (New Delhi: 2010)
 - 8 S.L. Goel and Shalini Rajneesh Public Personnel Administration (New Delhi: Sterling, 2002)
 - 9 Sahib Singh Bhayana and Swinder Singh Public Personnel and Financial Administration (Jalandhar: New Academics, 4th ed., 1993)

**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.
2. Features of Urban and Local Government in India. Dimensions of the concept of 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.
6. 74th Nagar Palika Constitutional amendment Act. 1992.
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

9. Growth of Panchayat Raj Institutions in India, main **Provisions of 73rd Constitutional Amendment Act, 1992.**
10. Organization & Working of Panchayati Raj Institutions in India.

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 | Local Government in India, Agra Lakshmi Naraiian, Aggrawal ,Latest ed. |
| 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 | Leadership in Urban Government in India Kitab Mahal , Allahabad, 1986. |
| 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 |
| 7 | Lakshman.T.K. & Naravon B.R.(ed) | 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 Swinder Singh, | 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.
2. Concept of Sustainable Development. Principles of sustainable development, criteria of sustainable Development, Strategies of sustainable Development.
3. Main Characteristics of Developed and Developing Countries.
4. Administrative Capability for Development, Efficiency and Effectiveness.

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

9. Administration of Rural Development programmes.
10. Citizens and Development Administration: Responsiveness and Participation.
11. Co-operatives: Concept, Significance and Types, Procedure for Registration of a Society.
12. Strategies for Women's Development and their participation in Development.

UNIT – IV

13. Consumer Protection and Administration: Concept and Significance, Consumer Protection Act, 1986 (with amendments),Administrative Setup of the Consumer Disputes, Redressal Agencies: National, State and District Level
14. Human Rights and Administration: Concepts and Significance Universal Declaration of Human Rights 1948.
15. National and State Human Rights Commissions: Organization, Functions and Role.
16. Environmental Administration: Concept and Significance. The Environment (Protection) Act, 1986, Central Pollution Control Board: Organization, Functions and Role, Himachal Pradesh Pollution Control Board: Organization, Functions and Role.

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 | Weidner , Edward W | Development Administration I Asia Duke University Press, Durshan , 1970 |
| 2 | Riggs, Fred W | Frontier of Development Administration Duke University Press, Durshan, 1970 |
| 3 | Gnat, G.F | Development Administration : Concepts Goals Methods , University Press , Madison, 1979 |
| 4 | Verma, S.P and Sharma S.K | Development Administration, IIPS New Delhi, 1984. |
| 5 | Sharma , S.K. (ed.) | Dynamics of Development, An International Perspective Vol. I & II Delhi, 1978. |
| 6 | Panadikar , Pai | Development Administration in India, New Delhi, 1974 |
| 7 | United Nations | Administration of Development Programs and Projects: Some Major Issues , New York, 1971 |
| 8 | Vayunandan E, Mathew Dolly (ed) | Good Governance initiatives in India, Prentice Hall of India, New Delhi,2003 |
| 9 | Goel, S.L. | Quarterly Journal of Indian Institute of Public (ed) Administration, Special issue on Right to Information,July September,2009 PAPER NO |
| 10 | P.S.Jaswal and Jaswal | Nishtha Environmental Law, Pioneer Publications 2000 |
| 11 | Cheena Gambhir | Consumer Protection Administration, Deep & Deep Publications, New Delhi,2007 |
| 12 | Adaikkalam Subbian | Human Rights: Philosophy, Promotion, Protection and Perspectives |
| 13 | M.R.Ansari | Protecting Human Rights, Maxford Books, New Delhi, 2006 |
| 14 | Noor Jahan Bava (ed.) | Non governmental Organisations in Development: Theory and Practice (New Delhi: Kanishka, 1997). |
| 15 | R.K.Sapru | Development Administration (New Delhi: Sterling Publishers, 2002) |
| 16 | Mohit Bhattacharya | Development Administration (New Delhi: Jawahar Publishers, 2001). |

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.
3. Models for Policy Analysis: Systems, Institutional, and Rational Policy-Making.

UNIT – II

4. Public Policy Making: Structure and Process
5. Policy Making In India: Constitutional Arrangement and Role of Executive, Legislature and Judiciary.
6. Other Stakeholders in Policy-making: Political Parties, Interest Groups, Mass-media, Civil Society, and International Agencies.

UNIT – III

7. Public Policy Implementation and Control: Role of Executive with Special reference to Bureaucracy, Legislature, Judiciary, Non-Governmental Organisations, Pressure Groups.
8. Approaches to Policy Implementation
9. Major Issues and Problems in Policy Implementation.

UNIT – IV

10. Policy Evaluation: Purpose and Significance.
11. Criteria for Evaluation: Cost-Benefit Analysis; Efficiency; Effectiveness; Equity.
12. Forums for Policy Evaluation: Legislative and Departmental Committees.
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

- India, latest edition)
- 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, Praeger, 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.
3. Conflicts /disputes: Measures for Industrial Relations Preventive and settlement Machineries .State and Industrial Relations.
4. Current Trends and Future of Industrial Relations.

UNIT – II

5. Human Relations: Concept, Meaning, approaches and Importance. Problems in Human Relations.
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

9. Trade Unionism: Meaning significance and function of Trade Unions .Classification of Trade Unions Problems of Trade Unions.
10. History of growth & development of Trades Unions, Recognition & Leadership issues in Trade Unions.
11. Collective bargaining: Meaning, objectives and importance. Theories of Collective bargaining.
12. Discipline in Industries: Meaning , Types, Causes of indiscipline. Enforcement of discipline. Essentials of disciplinary system.

UNIT – IV

13. Grievances & their Redressal : Meaning , Causes of grievances, Redressal of grievances. Procedure for redressal of grievances.
14. Issues & Trends in Industrial Relation in India: Problems of Automation , Productivity and Rationalisation .
15. Industrial Relations System in India: An Analysis of Labour Policy .

16. International Labour Organization (ILO): Organization Structure, Functions & Role of ILO in Labour Welfare and Industrial Relations.

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
- 4 R.C Saxena Labour Problems and Social Welfare (K . Nath & Co. Merrut).
- 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

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

Maximum marks: 80

1. Public Relations: Evolution, Meaning, Essentials and Principles of Public Relations.
2. Major Areas of PR Activity: Public Relations, Advertising Publications, Media & Co ordination, Public Relations with constituents.
3. Communications: Meaning, Process and role of Communication in India, Barriers to effective Communication.
4. Ministry of Information and Broadcasting organization, functions.

UNIT – II

5. Media and Publicity: Publicity Media, Types of Publicity ,functions and Communicating with media .
6. Corporate Public Relations: Process elements and management of corporate Public Relations.
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

13. Professional code : Meaning , Principles and Code of Ethics (International , IPRA)
14. Research: Objectives and types of Research.
15. International Public Relation
16. 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. For ICDEOL and private students each paper will be of 100 marks, i.e. 20 marks for each question.

BOOKS RECOMMENDED:

- | | | |
|---|--------------------------------------|--|
| 1 | D.S. Mehta | Handbook of Public Relations in India, Allied Publishers Ltd, New Delhi. (1998) |
| 2 | Diwaker Sharma | Public Relations: An Emerging Specialized Profession, Deep & Deep Publication Pvt. Ltd. New Delhi 2004 |
| 3 | H. Frarier Moore & Frank B
Kalnpa | 2002 |
| 4 | K.R. Balan | Applied Public Relations and Communication , |

- 5 U.K. Singh & B . Narayan Pubic Relations Management , Anmol Publications Pvt. Ltd. , New Delhi 1999

PUBLIC ADMINISTRATION
M.A FOURTH SEMESTER
COURSE – XVIII (OPTIONAL)
COURSE NAME: - SOME ASPECTS OF PUBLIC ADMINISTRATION IN
INDIA

Maximum marks: 80

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.
3. Police Citizen relationship.

UNIT – II

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

UNIT – III

7. Nature and scope of Educational Administration.
8. Problems of Education in Developing Countries with special reference to India
9. Education and five year Plans, approaches, priorities and investments.

UNIT – IV

10. Nature and Scope of Health Administration.
11. Development of Public Health Policies.
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

- | | | |
|----|---|--|
| 3 | David H. Baley | The Police and Political Development in India, Princeton University, 1969 |
| 4 | R.K. Bhardwaj | Indian Police Administration , National New Delhi, 1978 |
| 5 | Indian Journal of Public Administration | Police Administration, Special issue of Vol. XXIV No. Jan March , 1978 |
| 6 | John P. Kenny | Police Administration , Spring Field, Charles C Thomas, 1975 |
| 7 | Indian Institute of Public Administration New Delhi | Management of Agriculture |
| 8 | Harvinder Virk | Administration of Agricultural |
| 9 | Rudder Dutt & K.P.M Sundharm | Indian Economy |
| 10 | Compell , Corbally Ramsayr | Introduction to Educational Administration |
| 11 | Lulla , B.P. & Murly, S.K | Essential of Educational Administration |
| 12 | J.P. Naik | Policy and Performance in Indian Education |
| 13 | S.S. Mathur | Educational Administration , Princiaples and Practices |
| 14 | WHO | World Health Situation |
| 15 | ----- | Health Statistics of Government of India , New Delhi |
| 16 | Ministry of Health | Annual Reports |
| 17 | G. Borakar | Health in Independence India |
| 18 | S.L. Goel | International Administration : WHO South- East Asia Regional Office , New Delhi (Sterling Publishers, 1977) |

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.
3. Major Functions of the UN. U.N.O. & Human Rights.

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.
9. World Bank and IMF : Functions and role.

UNIT – IV

10. Regional Institutions: Functions and Role of SAARC and ASCEAN.
11. Future of UNO
12. International Civil Services. Proposal for Reforms.

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.F. Amerasinghe | The Law of International Civil Service: As applied by International Administration Tribunals, Oxford, The Clarendon Press, 1994 |
| 2 | H. Amer | Politics and Process in the Specialized Agencies of United Nation, Aldershot, Hants and Gower, 1982 |
| 3 | R. Basu | Personal Administration in the UN New Delhi, Sterling, 1989 |
| 4 | Y. Beigbeder | Management Problems in the United Nations Organizations: Reform the Decline, London , Frances Printer, 1987 |
| 5 | J.L. Brierly | The Covenant and Charter, London , Cambridge University Press, 1947 |

Semester wise-Scheme of M.A Public Administration Course w.e.f: 2013-2014.

First Semester	Theory	Internal
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			Assessment
Course-I	Administrative & Management Thinkers (Compulsory)	80	20
Course-II	Principles & Theory of Public Administration (Compulsory)	80	20
Course -III	Research Methods (Compulsory)	80	20
Second Semester			
Course -IV	Organization Behaviour (Compulsory)	80	20
Course-V	Financial Administration(Compulsory)	80	20
Course- VI	Indian Administration (Compulsory)	80	20
Third Semester (Note: Out of six optional papers students are required to opt any two papers).			
Course-VII	Administrative Techniques (Compulsory)	80	20
Course -VIII	Information Technology & Computer Applications in Public Administration (Optional)	80	20
Course -IX	Labour & Industrial Laws (Optional)	80	20
Course -X	Administrative & Constitutional Law (Optional)	80	20
Course-XI	Public Enterprises in India (Optional)	80	20
Course-XII	Personnel Administration in India and United Kingdom (Optional)	80	20
Course-XIII	Local Government in India (Optional)	80	20
Fourth Semester (Note:- Out of five optional papers students are required to opt any two papers).			
Course-XIV	Development Administration (Compulsory)	80	20
Course -XV	Public Policy (Optional)	80	20
Course-XVI	Labour & Industrial Relations (Optional)	80	20
Course-XVII	Public Relations (Optional)	80	20
Course-XVIII	Some Aspects of Public Administration in India (Optional)	80	20
Course-XIX	International Administration (Optional)	80	20

NOTE: For ICDEOL and Private students each paper will of 100 marks i.e. 20 marks for each Question.

**HIMACHAL PRADESH UNIVERSITY
DEPARTMENT OF PUBLIC ADMINISTRATION
SHIMLA – 5
THE COURSES AND SYLLABI FOR MASTER DEGREE IN HUMAN
RESOURCE DEVELOPMENT,**

1. COURSES OF STUDY:

Semester	Marks (Theory)	Marks (Internal Assessment)
First semester		
C-I: management Thought and Thinkers	80	20
C-II: Management Concepts and Practices	80	20
C-III: Business Statistics and Research Methodology.	80	20
C-IV: Foundations of Human Relations	80	20
Second Semester		
C-V: Human Behaviour in Organization	80	20
C-VI: Industrial Psychology	80	20
C-VII: Human Resource Development	80	20
C-VIII: Human Resource Management	80	20
Third Semester		
C-IX: Management Techniques	80	20
C-X: Computer and Management of Information System	80	20
C-XI: Labour and Industrial Laws	80	20
C-XII: Project Report	80	20
Fourth Semester		
C-XIII: Business Ethics	80	20
C-XIV: Labour and Industrial Relations	80	20
C-XV: Public Relations and Mass Communications	80	20
C-XVI: Viva Voce*	100	

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

Course – I

Course Name:- Management Thought and Thinkers

Maximum marks: 80

UNIT – I

1. FW Taylor

2. Henry Fayol
3. Luther Gullick and Urwick
4. Woodrow Wilson

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: Papers- in Sciences of Administration, Columbia University Press, New York.
- 5 George Elton Mayo The Human Problems of Industrial Civilization , Harvard Business School Boston.
- 6 Chester I. Barnard: The Functions of Executive , Harvard University Press, Cambridge.
- 7 Max. Weber: Economy and Society translated and edited by Guenther Roth & Claus Wittich , Bedminister Press New York.
- 8 Abraham Maslow: Motivation and Personality, Harper & Row, New York.
- 9 Douglas Mc Gregor: Leadership and Motivation , MIT Press, Boston.
- 10 R.N. Singh Management Thought & Thinkers Sultan Chand

- and Sons , New Delhi.
- 11 Prasad & Narayanan : Administrative Thinkers.
- 12 Navin Mathur: Management Thought, National Publishing House , Jaipur.

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

Course – II

Course Name:- Management Concepts & Practices

Maximum marks: 80

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.
19. An overview of Functional areas of Management: Production Management, Financial Management, Marketing Management, Personnel or Human resource management.
20. New Public Management : Basic Theme, Anti –Goals, Features, Impact.

UNIT – II

21. Theories of Organization: – Classical , Neo classical and Modern theory.
22. Approaches to the study of Public Administration: Structural – functional , systems approach, Behavioral approach and Public Choice approach.
23. Social Responsibility of Business : Traditional view, Modern view –Social Responsibilities of Business, Influence of Environment.
24. Good Corporate Governance : Concept , characteristics , elements . Issues and Challenges.

UNIT – III:

25. Organization:- formal and informal organizations.
26. Principles of organization: – Hierarchy , Span of control and unity of command. Concepts of Administration and Management : Power , Authority, and responsibility .
27. Delegation, Decentralization , line Staff and Auxiliary agencies , Head quarters and field –relationship. Coordination.
28. Decision making : Meaning , Classification and Essentials of decision making . Process of decision making, techniques of decision making , approaches to decision making.

UNIT – IV:

29. Supervision : Styles of supervision, contents of supervision. Qualities of a good supervisor .
30. Leadership : Development of leadership , Theories of Leadership, Qualities of leadership.
31. Recent trends & Paradigm Shifts in Management Principles: Introduction, deregulated environment,
32. Competition and customisation:-Paradigm shift in Management Principles.

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 Administrative Organization (New Delhi: Prentice Hall, Latest ed.) Sherwood
- 4 Peter F. Drucker Management: Tasks, Responsibilities, Practices (Bombay: Allied Publishers, latest ed.)
- 5 H. Koontz and Cyril Principles of Management, (Tokyo: McGraw 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.)
- 9 Mamta Mokta, S.S.Chauhan, Challenges in Governance(ed) Anamica S.K. Mahajan & Simmi Publishers, New Delhi 201 Agnihotri
- 10 David Osborne and T. Re-inventing Government: How the Gaebler 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

16. Social Research: Meaning, Nature , Scope and Objectives
17. Methods of Social Research
18. Nature of Science and Scientific Method.
19. Basic Elements of Research –Research Problem : Selection and Formulation

UNIT – II

20. Hypotheses: Definition : Features and Types and Testing Procedures.
21. Research Design: Definition, Contents and Types.
22. Survey Research and Case Study Method.
23. Sampling : Concept and Types.

UNIT – III

24. Methods of Data Collection : Documents, Observation , Interview and Questionnaire
25. Data Processing : Editing, Coding and Tabulation.
26. Graphic Representation: Graphs of time series and Graphs of frequency distributions.

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 .
30. Report Writing: Content & Style of Report writing.

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 Clarie Seltiz , Marie Jahoda Research Methods in Social Relations (New York: Holt Rinehart and Winston, latest ed.).
- 2 C.A. Moser and G.Kalton The English Language Book Society and Heinemann Educational Books, latest ed.)
- 3 Pauline V.Young Scientific Social Research and Surveys (India: Asia Publishing House, latest ed.)
- 4 William J. Goode and Paul K. Hatt Methods in Social Research (U.S.A.: Mc. Graw Hill Book Company , latest ed.)
- 5 S.P. Gupta Statistical Methods (New Delhi: Sultan Chand and Sons, latest ed.)
- 6 Arthur L. Bowley Elements of Statistics (New York: Staples Press Incorporated , latest ed.)
- 7 Murray R. Spiegel Theory and Problems of Statistics (New York : Mc Graw –Hill International Book Company , latest ed.)
- 8 F.E. Croxton and Dudley J. Cowden Applied General statistics (London : Sir Isaac Pitman and Sons , Ltd. , latest ed.).
- 9 David Nachmias and Chara Nachmias Research Methods in the Social Sciences (New York : St. Martin’s Press, Inc. latest)
- 10 F.L Bhandarkar & T.S. Wilikson Methodology & Techniques of Social Research (Himalaya Publishing House,

Mumbai).

**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,
18. Techniques & Principles of Human Relations.
19. Essentials of Human relations, Dos and Don'ts.
20. Consequences for Human Relations, Strategies for curbing baneful effects.

UNIT – II

21. Basic Concepts : Society, Community, Association, Institution.
22. Associative Social Process: Cooperation, Accommodation, Assimilation, Acculturation, Adaptation.
23. Dissociative Social Process: Competition, Conflict, Aggression, Terrorism.
24. Social Stratification : Concept ,Bases, Types-Caste and class.

UNIT – III

25. Socialization : Concept, Theories and agencies
26. Social Norms : folkways, mores, Customs, Traditions ,Institutions.
27. Social Groups : Concept, significance and types.Primary and Secondary Groups.
28. Social Control : Concepts, Forms, Means, Methods and agencies.

UNIT – IV

29. Organisation Culture: Definition, creating Organisation culture ,How employees learn Organisation culture, How to measure Organisation culture.
30. Social Change : Concept, Major sources of social change, Problems of Change.
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.

BOOKS RECOMMENDED

1 Bajpai,B.L.

Making Management Skills more Effective,
Vikas Publishing House Pvt. Ltd. New

- Delhi,1997
- 2 Bhushan Vidya And Sachdeve, An introduction to Sociology, Kitab Mahal, D.R. Allahabad ,1999
 - 3 Davis, Kingsley, Arjeet Publications, Delhi 1987.
 - 4 MacIver, R.M. and Page, C.H. Introductory Analysis, Macmillan and co. Ltd.London,1992
 - 5 C.B. Gupta Human Resource Management, Sultan Chand & Sons,2005
 - 6 P.C.Tripathi, Development, Sultan Chand & Sons.
 - 7 R.A. Sharma, Organisation Theory and Behaviour, Tata McGraw Hill Publishing Company New Ltd. New Delhi,2000
 - 8 L.M. Prasad Human Resource Management, Sultan Chand & Sons,New Delhi,2001
 - 9 P G Aquinas Human Resource Management, Principles & Practice,,Vikas Publication House Private Limited,2010
 - 10 Aubrey C. Sansford Human Relations-Theory and Practice of Organizational Behaviour, Columbus, Ohio: Charles E. Mervill Publishing Co. 1977
 - 11 L.M. Prasad Principles and Practice of Managementt. New Delhi, Sultan Chand and Sons, 1989
 - 12 L.M.Prasad Organizational Behaviour , Sultan Chand and Sons New Delhi,2003
 - 13 L.M.Prasad Human Resource Management Sultan Chand and Sons, New Delhi, 2003

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

Course Name: Human Behaviour in Organization

Maximum marks: 80

UNIT – I

17. Organization and its analysis: Concept of Organization , Typology of Organizations.
18. Organizational goals & individual goals, integration of goals.

19. Nature of Organization behavior (OB) : Concept of organization behavior , Nature of OB, Role of OB, OB knowledge and management practices.
20. Nature of Human Behaviour :-Individual differences , courses of individual differences , Models of man.

UNIT – II

21. Interpersonal behavior :- Interpersonal cooperative behavior , conflicting behavior Transactional analyses & its uses.
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 ,
24. Culture as a liability.
25. Concept of organizational climate, factors affecting organizational climate , impact of organizational climate , Developing sound organizational climate.

UNIT – III

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

UNIT – IV

30. Organizational Effectiveness : Concept of organizational effectiveness Approaches to the study of organizational effectiveness factors in organizational effectiveness.
31. 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. Organizational Development (OD) :- Organizational Development. Need of OD, steps in OD. OD interventions :- sensitivity Training, process consultation and team Development.
33. 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.

BOOKS RECOMMENDED :

- 1 R.A .Sharma: Organizational Theory & Behaviour; Tata Mc Graw- Hill Publishing co. Ltd. New Delhi.
- 2 Pfiffner and Sherwood: Administrative Organizations, Prentics Hall of India , New Delhi.
- 3 Elizioni, A: Modern Organizations, Prentice Hall of India , New Delhi.

- | | | |
|----|--------------------------|---|
| 4 | L.M. Prasad: | Organizational Behaviour , Sultan Chand & Sons Daryaganj, New Delhi. |
| 5 | Kumar & Mittal | Organizational Behaviour, Anmol Publications , New Delhi. |
| 6 | Lazarus , R.S. : | Psychological Stress and the coping process, Mc Graw Hill, New York. |
| 7 | Fred Luthans: | Organizational Behaviour , Mc Graw Hill Singapur. |
| 8 | French & Bell: | Organization Development , Prentice Hall , New Delhi |
| 9 | Stemphen P. Rebbins: | Organizational Behaviour : Concept and Controversies (Prentice Hall, New Delhi). |
| 10 | V.S. Rao,& P.S Naryanan: | Organization Theory and Behaviour (Konark Publishers Pvt. Limited). |
| 11 | Keith Devis: | Human Behaviour at work (Mc Graw, Hill Book Co., New Delhi. |
| 12 | P. Meyer: | Administrative Organization , Copenhagen, 1957. |
| 13 | Hicks & Guellett: | Organization Theory & Behaviour , Prentice Hall, London, 1960. |

**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,
2. Nature and Scope of Industrial Psychology, Major Problems of Industrial Psychology.
3. Psychological Tests: Characteristics of Psychological Tests, Importance & limitations of Psychological Tests.
4. Learning & Development : Concept of Learning & Development, Conditions of learning Development Process.

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
7. Human Engineering : Job Enlargement, Job enrichment.
8. Management of Interpersonal Relationships.

UNIT-III

9. Perception: Concept of Perception, Perceptual Process, Perceptual Selectivity, Perceptual Organization, Interpersonal Perception, Barriers to perceptual accuracy. Managerial application of perception.
10. Values : Concept, Types, Factors in value formation, Values and behaviour, Values and Manager Behaviour.
11. Morale: Concept, Nature and Determinants.
12. Group Dynamics : Formal & informal groups. Group Decision making.

UNIT – IV

13. Fatigue, Monotony and Boredom: Concept, Causes and Effects
14. Industrial Stress : Major causes, Effects and coping with stress.
15. Motivation of Industrial Employees: Concept and Determinants.
16. Counseling : Meaning, need of counseling nature, Types & Counseling 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 | M.L,Blum & J.C. Naylor | Industrial Psychology,1984,GBS Publishers,Delhi |
| 2 | E.J. Mc Cunnick 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 |
| 7 | R.A. Sharma | Organisation Theory and Behaviour,Tata Mc Graw –Hill Publishing Company New Ltd. New Delhi,2000 |
| 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.
3. Comparative study of Human Resource Development Practices: Public, Private and Corporate system.
4. Training & Development:- Coverage of Operative training programme , Steps in training programme , Training methods, Impediments to Effective training.

UNIT-II:-

5. Management development:- Management development :- Concepts & assumptions . Management development process, Management development Methods, on the job development, off the job development, self development.
6. Organization Development:- Concept of OD., Process of OD,OD Interventions :- Survey feed back, process consultation , sensitivity training, transactional Analysis, Change Agents , role pf change agents.
7. Dynamics of Employee Morale: Meaning, Factors affecting morale, Types of morale , Effects of morale, morale & performance, Measurement of morale , Improving morale.
8. Relationship between morale: Factors influencing industrial productivity ,steps to increase productivity.

UNIT-III:-

9. Motivation: Meaning, Importance, theories of motivation viz, Maslow's need hierarchy theory, two factor theory and X,Y&Z theories .
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.
12. Performance Appraisal: Concept, performance appraisal process, methods, Barriers to effective appraisal .

UNIT-IV:-

13. Stress Management: Concept of stress Causes of stress, Effects of stress, Stress management, Methods of stress management.
14. Conflict Management: Meaning, levels of conflicts, Conflict management Techniques.
15. Management of Change: Meaning, Kinds of change, Identification of Problem, Implementation of change. Concept of planned change, strategies of planned change, Change process. .
16. Safety & Health Management: Safety causes of accidents, Safety measures, Statutory provisions concerning safety, Health management, statutory provisions concerning 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.

BOOKS RECOMMENDED:

- 1 Keith Davis Human behaviour at work, Tata MC Graw Hill, Publishing Co, LTD ,New Delhi.
- 2 Nair & T.V. Rao Excellence through Human Resource Development, Tata MC Graw Hill , New Delhi
- 3 Prem Kumar & A.K.Ghosh(ed) Human Resource Management Anand Publications
- 4 K. Aswathappa Human Resource & Personnel Management , Tata MC Graw Hill Publishing house ,New Delhi, 2002
- 5 C.B.Gupta Human Resource Management Sultan Chand & Co, New Delhi,2001
- 6 Frank, H.E Human Resource Development: The European Approach, Gulf Publishing Co
- 7 Fred Luthans Organizational Behaviour, MC Graw Hill New York
- 8 R.M.Steers Motivation & Work Behaviour, MC Graw Hill New York
- 9 L. M. Prasad Organization Behaviour Sultan Chand and Sons, New Delhi
- 10 C.B.Mamoria personnel Management , Himalaya Publishing House ,Bombay, 2010.
- 11 T.N.Chhabra Human Resource Management: Concepts and issues, Dhanpat Rai & Co, Pvt. Ltd. New Delhi,2005
- 12 P.C. Tripathi Human Resource Development : Sultan Chand & Sons , New Delhi ,2007

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

Course Name: Human Resource Management

Maximum marks: 80

UNIT-I

1. Human Resource Management (HRM): Meaning & Definition, Nature & Scope and evolution of HRM.

2. HRM Objective & Functions, Organisation of HRM Arguments & Conclusions.
3. Organising the Personal Function: Organisation of Personal Department, Image & qualities of Human Resource (HR)/Personnel Manager, Need and Significance of Personnel Policies, Essentials of Personnel Policies.
4. HRM Trends in a Dynamic Environment: External factors Vs HR functions, Total Quality Management, Internal Environment Vs HR function , Managing Diversity.

UNIT-II:-

5. Human Resource Management in India: Genesis & growth in India, Evolution of the concept, Impediments to progress, Environment of HRM, Measures to speed up growth.
6. Human Resource Planning: Concept and objectives, Need & Importance, Factors Affecting Human Resource Planning (HRP), The Planning Process, HRP & the Government, Barriers to HRP.
7. Job analysis : Learning Objectives, Meaning & Definition, Process & Methods of Job Analysis, Job description & Job specification.
8. Approaches & Methods of Job Design & Redesign.

UNIT-III:-

9. Recruitment & Selection: Meaning & Process of Recruitment, Recruitment Policy & Process, Meaning & Process of Selection, Selection test.
10. Job Evaluation: Concept, Process & Objectives of Job Evaluation, Advantages & Limitations, Essentials of Job Evaluation, Methods of Job Evaluation.
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.
12. Quality of Working Life : Concept, Measurement Dimensions, Principle & Techniques.

UNIT-IV:-

13. Personal Records, Research & Audit : Objectives & Significance of Records, Types & Principles of Personnel Records, Meaning & Significance of Personnel Research, Objectives of Personnel Audit, Scope & Approaches to Human Resource Audit.
14. Human Resource Accounting : Meaning & Objectives of Human Resource Accounting , Advantages & Disadvantages.
15. Human Resource Information system: Meaning, Need for Information in HRM, Advantages & Limitations of Human Resource information system.
16. Personnel Research, Changes and the future: Nature of Personnel Research, The Personnel Manager as Change Agent, Future of HRM.

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,

	Stephen P. Robbins	Prentice Hall of India Pvt. Ltd, New Delhi(2000)
2	Edvin B. Flippo	<u>Personnel Management</u> , McGraw Hill Book Company, New York(1984)
3	K.Aswathappa	<u>Human Resource & Personnel Management</u> , Tata Mc Graw Hill Publishing Co. Ltd, New Delhi(1999)
4	R.S. Diwedi	<u>Manpower Management</u> , Prentice Hall of India Pvt. Ltd, New Delhi(1984)
5	C.B. Gupta	<u>Human Resource Management</u> , Sultan Chand & Co, New Delhi (2000)
6	V.S.P. Rao	<u>Human Resource Management</u> , Excel Book, New Delhi(2000)
7	L.M.Parsad	<u>Human Resource Management</u> , Sultan Chand & Sons, New Delhi (2000)

MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)

MHRD THIRD SEMESTER

COURSE – IX

Management Techniques

Maximum Marks: 80

UNIT – I

1. O & M Approach. Objectives, functions of O&M, Functions, Essentials of O&M Units, O&M in India, Critical approach.
2. Work study: Meaning, objectives and functions.
3. Work Measurement: Meaning, Objectives, Essentials And Techniques of Work Measurement.
4. New Public Management Techniques: Factors driving new Public Management, Goals of New Public 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
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

13. Management by Objective: ,Prerequisites Process, Benefits, Problems and limitations of MBO, ,its application in Management.

14. Organisation Development ; Definition ,Characteristics, objectives, process, OD interventions
15. Job Analysis: Concept of Job analysis, objectives of job analysis, Process & Techniques of job analysis, Uses.
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

- | | | |
|---|-------------------|--|
| 1 | Rao, V.S.P. | Organization Theory and Behaviour, Konark Publishers private limited, New Delhi 1999 |
| 2 | Gupta C. B. | Human Resource Management, Sultan Chand & Sons, New Delhi,2005. |
| 3 | Goel, S.L., | Modern Management Techniques, Deep & Deep Publications Pvt. Ltd. 2000 |
| 4 | Srinath, D.S. | Pert and CPM: Principles and applications East West Press , New Delhi , 1975. |
| 5 | United Nations: | Use of Modern Management Techniques in Public Administration, Developing countries. |
| 6 | Milward, G.E: | Organization and Methods –Macmillan London, 1960. |
| 7 | ----- | Management in Government, Quarterly Journal published by the Department of Personnel and Administrative Reform (Administrative Reforms Wing) |
| 8 | Michael Armstrong | Handbook of Management Techniques (New Delhi: Excel Books, 1995) |

**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

1. Evolution of Management Information Systems : Meaning and Role of Management Information System.(MIS).
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

9. Word Processing Software : Uses, Interface and Special Features. (Using MS Word)
Spread Sheet Software: Uses, Interface and Special Feature. (Using MS Excel)
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. Office Management : Concept , Significance and functions of office management .
13. Systems and procedures, planning and organizing an office and controlling office activities .
14. Coordinating office layout and handing 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:

- 1 Alexis Leon and Mathews Introduction to Computers (New Delhi: Vikas
Leon: Publishing House Pvt. Ltd. , Latest Ed.)
- 2 Christian Crumlish: ABC's of the Internet (N. Delhi: BPB
Publications, latest edition)
- 3 Gordon B. Davis and Margrethe A. Olson: Management Information Systems: Conceptual
Foundations , Structure and Development (Tata
McGraw Hill, latest ed.)
- 4 Henry C.Lucas, Jr. Information Technology for Management (New
Delhi: Tata McGraw-Hill, 2000)
- 5 Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Managing
the Digital Firm (New Delhi: Pearson Education
, 2006)
- 6 James O' Brien: Management Information Systems (Tata
McGraw Hill , latest edition)
- 7 Peter Hodson: Local Area Networks (N. Delhi: BPB
Publications, latest edition)

- | | | |
|-----|---------------|---|
| 8 | P.K. Sinha: | Computer Fundamentals (N. Delhi : BPB Publications, latest edition). |
| 9. | R.K. Chopra: | Office management , Himalaya Publishing house Bombay. |
| 10. | Varsha Mehta: | Management Information System, Anmol Public- ations, New Delhi. |

**MASTER OF HUMAN RESOURCE DEVELOPMENT (MHRD)
MHRD THIRD SEMESTER
COURSE – XI**

Course Name: - Labour & Industrial Laws

Maximum marks: 80

UNIT – I

1. Industrial Disputes Act, 1947: Introduction, Objectives, definitions of Industry and Industrial disputes.
2. Authorities under the Act.
3. Provisions Related to Strike & Lockout, Lay off retrenchment.
4. Labour Welfare measures under taken in India. Role of Labour Welfare officers.

UNIT-II

5. Factories Act, 1948: Introduction Objectives , scope . Inspecting staff, Powers of Labour Inspectors.
6. Provisions Related to Health , safety , hazardous processes , working hours of adults.
7. Social security: Meaning aims, need & significance of Social security Origin & growth of idea of social security. Social Security measures undertaken in India.
8. Workmen’s Compensation Act 1923: Introduction, objects & scope, main provisions of the Act.

UNIT-III

9. Employees State Insurance Act, 1948(ESI Act): Introduction, objects & scope . Benefits available under the Act, organization & functions of ESI Corporation.
10. Payment of Gratuity Act, 1972: Object & Scope Main provision of the Act.
11. Payment of Bonus Act, 1965: Object & Scope. Main provisions of the Act.
12. Minimum wages Act, 1948: Object, scope & salient features of the Act Minimum wages, Fair wages & Living wages.

UNIT- IV

13. Payment of Wages Act, 1936: Object & Scope, Payment of Wages & Deductions under the Act, Authorities under the Act.
14. Maternity Benefits Act 1961: Object, scope Main provision of the Act.
15. Main Provisions of Trade Unionism Act. 1926.
16. Legislations Related to employment of Children : Children of (Pledging of Labour) Act 1933 . Employment of children Act 1938.

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 Labour Problems and Social Welfare (K . Nath & Co. Merrut).
- 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)

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:-

1. Business Ethics: Meaning , Scope , Nature ,Ethical Base of Business.
2. Business Ethics: Benefits for students, organizations. Principles of Ethical organization .
3. Understanding Ethics: Rules of Ethics.
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.
7. Perception : Meaning , Process, factors influencing perception .
8. Codes of Conduct: Conduct, Limitations, developing codes of conduct.

UNIT-III:

9. Professional's Ethical Role : Meaning , Characteristics, purpose. Code of Professional Conduct and Ethics.
- 10.Principles of Professional Ethics : Principles , Ethics in success.
11. Values: Meaning, Importance , types, formulation of values .
12. Work Ethics : Meaning , functions , Ethical theories.

UNIT-IV:-

- 13.Social Responsibility of Business: Meaning , strategies.
- 14.Business and Environmental Ethics. Environmental Protection , unethical practices.
- 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:

- 1 A.B. Rao (2006) Business Ethics and Professional Values,Excel Books , Delhi
- 2 R.A.S. Sharma(2000) Organizational Theory and Behaviour , Tata McGraw Hill Publishing Co. Ltd. ,New Delhi
- 3 R.C. Sebhar (2002) Ethical Choices in Business, Response Books, New Delhi
- 4 S.K. Bhalia (2004) Business Ethics and Corporate Governance Deep & Deep Publications Pvt. Ltd. New Delhi
- 5 Thomas M.Garrell (1970) Business Ethics , The Tunes of India Press,

- Bombay
- 6 V.S.P. Rao & P.S. Organization Theory and Behaviour, Konark
Narayana(1996) Publishers Pvt. Ltd., Delhi

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

Course Name: Labour & Industrial Relations

Maximum Marks: 80

UNIT – I

17. Industrial Relations: Meaning, objectives & Significance of IR. Approaches of IR.
18. Industrial Disputes: Meaning, Types . Reasons of Industrial.
19. Conflicts /disputes: Measures for Industrial Relations Preventive and settlement
Machineries .State and Industrial Relations.
20. Current Trends and Future of IR.

UNIT – II

21. Human Relations: Concept, Meaning , approaches and Importance. Problems in
Human
22. Relations Techniques & principles.
23. Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.
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.
26. History of growth & development of Trades Unions, Recognition & Leadership
issues in Trade Unions.
27. Collective bargaining: Meaning , objectives and importance. Theories of Collective
bargaining.
28. Discipline in Industries : Meaning , Types causes of indiscipline. Enforcement of
discipline Essentials of disciplinary system.

UNIT – IV

29. Grievances & their Redressal : Meaning , causes of grievances, Redressal of
grievances. Procedure for redressal of grievances.
30. Issues & Trends in Industrial Relation in India: Problems of Automation ,
Productivity and Ralationlistion.
31. Industrial Relations System in India: An Analysis of Labour Policy.
32. International Labour Organization (ILO): Organization, Structure, Functions & Role
of ILO in Labour Welfare and Industrial Relations.

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 Labour Problems and Social Welfare (K . Nath & Co. Merrut).
- 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

17. Public Relations : Evolution, Meaning , Essentials and Principles of Public Relations.
18. Major Areas of Public Relations Activity:(PR) , Advertising Publications , Media & Co ordination , 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 Ethis (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 Handbook of Public Relations in India, Allied Publishers Ltd, New Delhi. (1998)
- 2 Diwaker Sharma Public Relations: An Emerging Specialized Profession, Deep & Deep Publication Pvt. Ltd. New Delhi 2004
- 3 H. Frasier Moore & Frank B 2002
Kalnpa
- 4 K.R. Balan Applied Public Relations and Communication , Sultan Chand & Co., New Delhi 2002
- 5 U.K. Singh & B . Narayan Pubic Relations Management , Anmol Publications Pvt. Ltd. , New Delhi 1999

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

COURSE – XVI

Course Name: Viva Voce

Maximum Marks: 100

THE COURSES AND SYLLABI FOR POST GRADUATE DIPLOMA IN HUMAN
RESOURCE DEVELOPMENT.

PAPER- I HUMAN RESOURCE DEVELOPMENT:

17. Human Resource Development:- Concept of HRD , Need for HRD, organization of HRD , Learning concepts & Principles , types and methods of learning, career Planning & development , qualities of a HRD manager. Employee counseling .
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 feed back, 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 .
26. Stress Management:- Concept of stress, Causes of stress, Effects of stress, Stress management, Methods of stress management.
27. Conflict Management:- Meaning, levels of conflicts , Conflict management Techniques.
28. Management of Change:- Meaning , Kinds of change, Identification of Problem, Implementation of change. Concept of planned change, strategies of planned change, Change process. Resistance.
29. Safety & health Management:- Safety , Causes of accidents , Safety measures, Statutory provision concerning safety, Health management, statutory provisions concerning health.

BIBLIOGRAPHY:-

1. Keith Davis; Human behavioural work, Tata MC Graw Hill, Publishing Co, LTD ,New Delhi, 1993.
2. Nair & T.V. Rao; Excellence through Human Resource Development, Tata MC Graw Hill , New Delhi, 1990.
3. Prem Kumar &

- A.K.Ghosh; (ed) Human Resource Management Anand Publications, 1991.
4. K. Aswathappa ; Human Resource & Personnel Management , Tata MC Graw Hill Publishing house ,New Delhi, 2002.
 5. C.B.Gupta; Human Resource Management Sultan Chand & Co, New Delhi,2001.
 6. Frank, H.E; Human Resource Development: The European Approach, Gulf Publishing Co, 1974.
 7. Fred Luthans; Organizational Behaviour, MC Graw Hill New York 1975.
 8. R.M.Steers ; Motivation & Work Behaviour, MC Graw Hill New York 1975.
 9. L. M. Prasad; Organization Behaviour Sultan Chand and Sons, New Delhi, 1991.
 10. C.B.Mamoria; personnel Management , Himalaya Publishing House ,Bombay, 1995.
 11. T.N.Chhabra; Human Resource Management: Concepts and issues, Dhanpat Rai & Co, Pvt. Ltd. New Delhi,2000.
 12. P.C. Tripathi; Human Resource Development : Sultan Chand & Sons , New Delhi ,1999.

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

6

BIBLIOHTSPHY:

1. Harold Koontz and Heiwz Weihrich; Management, New York, Mc Graw Hill Book Company ,Ninth Eds.1988.
2. Max.D.Richards (ED) Readings in Management, Seventh Edition Cincinnati, South Western Publishing Company, 1986.
3. William G. Ouchi ; Theory Z, New York, Avon Books,
4. R.S. Dwivedi ; Human Relations and Organizational Behaviour, New Delhi, Oxford and IBH Publishing Co. Pvt. Ltd. Third Edn. 1989.
5. K.Davis; Human Behaviour at work, New Delhi, tata Mc Graw Hill publishing Co. Ltd.1975.
6. Aubrey C. Sansford; Human Relations-Theory and Practice of Organizational Behaviour, Columbus, Ohio: Charles E. Mervill Publishing Co. 1977.
7. Peter Drucker; The practice of Management, New York, Harper and Brothers,1954.

8. H. Joseph Reitz. Behaviour in Organizations, Homewood, Gllinoes,Grwin,3rd Edn.1987.
9. Heabert A. Simon; Administrative Behaviour : A Study of Decision Making Process in Administrative Orgs. New York , 1976.
10. Y. Dror; Muddling Though “ Science or Inertia ? Public Administration Review 1983.
11. L.M. Prasad; Principles and Practice of Mgt. New Delhi, Sultan Chand and Sons, 1989.
- 12 -do- Organizational Behaviour , Sultan Chand and Sons New Delhi,2003 .
13. -do- Human Resource Management Sultan Chand and Sons, New Delhi, 2003.

PAPER NO IIIRD RESERCH METHODS:-

1. Scope & Objectives of Social Research.
 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.
- 7
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:

1. Hayes and Hedlumd (Eds.) Conduct of Political Inquiry, New Jersey, 1970.
2. Lillian Conhen; Statistical Methods for Social Science , New Delhi.
3. Kaplan, Abrahan; The Conduct of Inquiry, Chandler, 1969.
4. Young , Pauline; Scientific Social Surveys.
5. Deckinson Mc Graw and Waston; Political and Social Inquiry , wiley,1976.
6. Meser,C.A; Survey methods in Social investigations , Heinemann, 1961.
7. Goode & Hatt; Methods in Social Research ,New York Mc Graw Hill ,1952.
8. P.I . Bhandarkar & T.S. Wilknison ; Methodology & Techniques of social Research ,Delhi Himalaya Publishing House, 2000.
9. C.R. Kothari; Research Methodology , New Delhi Wishwa parkashan, 1999.

SEMESTER –II

PAPER NO. IV : EMPLOYER EMPLOYEE RELATIONS:

1. Conceptual Frame work : the perspective, and Management relation .
2. Human Relations: Meaning , Approaches, Importance and Techniques and Principles.
3. Trade Union: Development, Structure, Recognition, Leadership and Management in Trade Union.
4. Types of trade union and Problems of Trade Unionism.
5. Resolution of Conflicts, Conflict and Co- operation, Industrial disputes and their settlement (Industrial disputes Act 1946).
6. Settlement of Disputes: Conciliation, Adjudication and arbitration.
7. Worker Participation in Management at various levels.
8. Collective Bargaining: Meaning , nature and objectives of collective bargaining , Theories of collective bargaining.
9. Issues and trends in Industrial relations in India : Problems of Automation, Productivity, improvement and Rationalization.
10. Disciplines and Grievance : Meaning, Types of disciplines causes of in disciplines, enforcement of discipline, Essentials of good disciplinary system.
11. Code of discipline : Meaning & Causes of grievance , redressal of grievance, procedure to redress the grievances.

BIBLIOGRAPHY:

1. Agnihotri, V: Industrial Relation in India.
2. Bhagoliwal, T.N: Economics of Labour & Industrial Relations, Smitya Bhavan, Agra, 1992.
3. Davar, R.S: Personnel Management & Industrial Relations, Vikas Publishing House, Pvt. Ltd. New Delhi, 1999(Edn.)
4. Mamoria, C.B: Dynamics of Industrial Relations.
5. Mamoria, C.B: Personnel Management, Himalaya Publishing House, Bombay, 1995.
6. Goyal , R.C: Problems in personnel & Industrial Relations in India, National Publishing House, New Delhi,1971.
7. Saxena, R.C: Labour Economics & Social Welfare, K, Nath & Co. Meerut, 1996 (edn).
8. Reynolds, L.G: Labour Problems & Labour Relations, Prentice Hall , New Delhi,1978.
9. Aggarwal,R.D: Dynamics of Labour Relations in India Tata, Mc Graw Hill , Publishing Co. New Delhi.
- 10.Indian Institute of Personnel Management: Practical, Approach to Human Relations, Asia Publishing House,Bombay,1977.

PAPER NO V HUMAN RESOURCE MANAGEMENT:

17. Human Resource Management: Meaning & Definition, Nature & Scope of HRM, HRM: Objective & Functions, Development of HRM, Organisation of HRM, Evolution of HRM, HRM : Arguments & Conclusions.

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.
20. Human Resource Management in India: Genesis & growth in India, Evolution of the concept, Impediments to progress, Environment of HRM, Measures to speed up growth.
21. Human Resource Planning: Concept and objectives, Need & Importance, Factors Affecting HRP, The Planning Process, HRP & the Government, Barriers to HRP.

9

22. Job analysis and Job Design: Learning Objectives, Meaning & Definition, The Process, Process & Methods of Job Analysis, Job description & Job specification, Approaches & Methods of Job Design & Redesign.
23. Recruitment & Selection: Meaning & Process of Recruitment, Recruitment Policy & Process, Meaning & Process of Selection, Selection test.
24. Job Evaluation: Concept, Process & Objectives of Job Evaluation, Advantages & Limitations, Essentials of Job Evaluation, Methods of Job Evaluation.
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.
26. Quality of Working Life : Concept, Measurement Dimensions, Principle & Techniques.
27. Personal Records, Research & Audit : Objectives & Significance of records, Types & Principles of Personnel Records, Meaning & Significance of Personnel Research, Objectives of Personnel Audit, Scope & Approaches to Human Resource Audit.
28. Human Resource Accounting & Human Resource information system: Meaning & Objectives of HRA, Advantages & Disadvantages, Need for Information in HRM, Advantages & Limitations of HRIS.
29. Personnel Research, Changes and the future: Nature of Personnel Research, The Personnel Manager as Change Agent, Future of HRM.

REFERENCE:

1. David A . Decenzo & Stephen P. Robbins (2000), Personnel / Human Resource Management, Prentice Hall of India Pvt. Ltd, New Delhi.
2. Edwin B. Flippo (1984) , Personnel Management, McGraw Hill Book Company, New York.
3. K.Aswathappa (1999), Human Resource & Personnel Management , Tata Mc Graw Hill Publishing Co. Ltd, New Delhi.
4. R.S. Diwedi (1984), Manpower Management, Prentice Hall of India Pvt. Ltd, New Delhi.
5. C.B. Gupta (2000) ,Human Resource Management, Sultan Chand & Co, New Delhi.
6. V.S.P. Rao (2000), Human Resource Management, Excel Book, New Delhi.

7. L.M.Parsad (2000), Human Resource Management, Sultan Chand & Sons, New Delhi.

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.

Semester –I

Course No.I

	Name of the Papers	Marks
1. (i)	Advanced Public Administration	75
(ii)	Seminar	25
2. (i)	Advanced Research Methods	75

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 valued by the Department teachers/staff council.

Semester-II

3.	Dissertation	100
The division of 100 marks will be as given below:		
(i)	Dissertation writing	75
(ii)	Dissertation viva-voce	<u>25</u>
	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.
2. Good Governance: Definition , Elements, Indicators Characteristics , Reforms for good governance, Bureaucracy & good governance in Indian context . Globalization and good governance .
3. E.Government and &E. Governance , E-governance initiative at centre and state level E-governance as a tool of good governance.
4. Administrative Culture : Definition , Characteristics & functions. Administrative Culture and Bureaucratic culture . Hazards in Administrative Culture.
- 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.
- 6 Administrative Reforms & Reorganization of Public Administrative in India. Second Administrative Reform Commission & its Recommendations .
- 7 Disaster Management: Prevention , Preparedness and Mitigation.
Disaster Preparedness : Role and Responsibilities of Central , State, District and Local Administration in Disaster Management. Disaster Management Act.2005.
8. New Public Administration – Characteristics ,Elements, Goals of New Public Management , Public choice Approach & New Taylorism , Impact of Globalization on Public Administration.

Bibliography

- Alka Dhameja: Contemporary Debates in Public Administration
- C.P. Bhartwal & Kumkum Kishore :- Public Administration in India current Perspective, A.P.H Publishing Corporation.
- C.P. Bhartwal: Good Governance in India , Deep & Deep Publication New Delhi.
- R.B Jain: Globalization & good governance pressure for constructive reforms.
- Indian Journal of Public Administration “Special Issue of IInd Administrative Reform Commission ,IIPA , Nov., 2007
- S.L. Goel: Advanced Public Administration , Deep & Deep Publications Pvt. Ltd. ,New Delhi .
- B.H Jajoo: Nirnay, special issue on E-governance Sardar Patel Institute of Public Administration , Ahmedabad.
- E-Governance Compendiums, 2007 of Dept. of Information Technology Govt. of Madhya Pradesh.
- M.P.Gupta,,PrabhatK,,JaijitBhattacharya Government online”, Tata Mc Graw Hill Publishing Company Limited, New Delhi ,2004.
- E-Vayunandan, Dolly Mathew: “ Good Governance initiatives in India , Prentice Hall of India Private Limited New Delhi, 2003.
- S.L. Goel: “Right to Information and Good Governance Deep & Deep publications Private Limited New Delhi, 2007
- M.G Ramakant Rao : “ Good Governance Modern Global and Regional perspective” Kanishka Publishers & Distributors New Delhi, 2008.
- R.B Jain: Public Administration in India ,21st Century Challenges for Good Governance , Deep & Deep Publications, New Delhi,2001.
- S.L.Goel: Encyclopedia of Disaster Management

Advanced Research Methods

Course No –II

1. Science , Assumption of Science and Scientific Methodology , Rationale of Scientific Research.
2. Meaning , Nature and Ethical concern in Social Science Research.
3. Research : Basic Elements of Research , Research Problem, Concept and objectives ,Types of Research, Quantitative & Qualitative Research.
4. Research Design: Basic Research Design , Applied Research Design and Evaluative Research Design.
5. Hypothesis formulation and Hypothesis testing.
6. Sampling and Sampling Design.
7. Methods of Data Collection (Observation , Interview , Questionnaire).
8. Data Processing , analysis and interpretation .
9. Report and Thesis Writing.
10. Survey of Research in Public Administration in India.

Selected Readings:

1. V.A Pai Panandikar (Ed.) : A Survey of Research in Public Administration 1980.90 , Delhi , Konark Publishers Pvt. Ltd. ,1997.
2. Johan W. Creswell : Research Design Qualitative & Quantitative Approaches, London, Sage Publications, 1990.
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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