

# **FACULTY OF ARTS & SOCIAL SCIENCES**

## **SYLLABUS**

### **FOR**

### **M. A. (PUBLIC ADMINISTRATION) (Semester: I-IV)**

**Examinations: 2019-20**



---

## **GURU NANAK DEV UNIVERSITY AMRITSAR**

---

**Note: (i) Copy rights are reserved.  
Nobody is allowed to print it in any form.  
Defaulters will be prosecuted.**

**(ii) Subject to change in the syllabi at any time.  
Please visit the University website time to time.**

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

### **SCHEME OF COURSE**

#### **SEMESTER-I**

PAPER-I	:	ADMINISTRATIVE THEORY	100 Marks
PAPER-II	:	INDIAN ADMINISTRATION	100 Marks

**Any two of the following:**

PAPER-III	:	DEVELOPMENT ADMINISTRATION	100 Marks
PAPER-IV	:	RESEARCH METHODS	100 Marks
PAPER-V	:	E-GOVERNANCE	100 Marks

**Total 400 Marks**

#### **SEMESTER-II**

PAPER-I	:	FINANCIAL ADMINISTRATION	100 Marks
PAPER-II	:	STATE ADMINISTRATION	
		(with special reference to Punjab)	100 Marks

**Any two of the following:**

PAPER-III	:	ADMINISTRATION OF URBAN DEVELOPMENT WITH SPECIAL REFERENCE TO PUNJAB.	100 Marks
PAPER-IV	:	HUMAN RESOURCE DEVELOPMENT	100 Marks
PAPER-V	:	SOCIAL WELFARE ADMINISTRATION	100 Marks

**Total 400 Marks**

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

### **SEMESTER-III**

PAPER-I	:	Administrative Thought	100 Marks
PAPER-II	:	Comparative Personnel Administration	100 Marks

**Any two of the following:**

PAPER-III	:	Administration of Rural Development with Special Reference to Punjab	100 Marks
PAPER-IV	:	Comparative Public Administration	100 Marks
PAPER-V	:	Organizational Behaviour	100 Marks

**Total 400 Marks**

### **SEMESTER-IV**

PAPER-I	:	Administration of Public Sector Undertakings	100 Marks
PAPER-II	:	Public Policy and Analysis	100 Marks

**Any two of the following:**

PAPER-III	:	Labour Welfare Administration	100 Marks
PAPER-IV	:	International Administration	100 Marks
PAPER-V	:	Administrative Techniques	100 Marks

**Total 400 Marks**

**M. A. PUBLIC ADMINISTRATION (SEMESTER-I)****PAPER-I: ADMINISTRATIVE THEORY****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Public Administration: Meaning, Nature, Scope and Significance, Difference between Public and Private Administration.
2. Relationship of Public Administration with other Social Sciences, Public Administration as an Art or Science.

**SECTION-B**

3. Evolution of Public Administration as a Discipline, New Public Administration, New Public Management Perspective, Public Choice Theory.
4. Approaches to the study of Public Administration: Structural Functional System Approach, Behavioural Approach.

**SECTION-C**

5. Theories of Organization: Scientific Management, Max Weber's Bureaucratic Model.
6. Principles of Organization: Hierarchy, Unity of Command, Span of Control, Delegation, Supervision, Co-ordination.

**SECTION-D**

7. Chief Executive: Types, Functions and Role; Line, Staff and Auxiliary Agencies, Headquarters and Field Relationship.
8. Accountability and Control: Legislative, Executive and Judicial Control over Administration, Citizen and Administration.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-I)

#### Suggested Readings:

1. A.Awasthi and S.R. Maheshwari Public Administration Laxmi Narain Aggarwal, Agra, 2004.
2. A.H. Maslow Motivation and Personality, Harper and Row, New York, 1954.
3. A.R. Tyagi Public Administration: Principles and Practice, Atma Ram and Sons, Delhi, Edition, 2001.
4. Amarjit Singh Dhillon Lok Parshashan De Mool Sidhant (Pbi.)
5. Amitai Etzioni Modern Organizations, Prentice Hall of India Pvt. Ltd., New Delhi, 1964.
6. B.L. Fadia and Kuldip Fabia Public Administration: Administration Theories and Concepts, Sahitya Bhawan Publication, Agra, 2000.
7. D. R. Prasad, V.S. Prasad and P. Styanarayan (Ed.) Administrative Thinkers, Sterling Publishers Pvt.Ltd., New Delhi, 1991.
8. David Osborn and Ted Gaebler Reinventing Government : How the Entrepreneurial Spirit is Transforming the Public Sector, Prentice Hall of India, New Delhi, 1992.
9. Dwight Waldo Perspective on Public Administration, University of Alabama Press, 1956.
10. Dwight Waldo The Administration State, The Ronal Press Company, New York, 1948.
11. F.W. Taylor Scientific Management, Harpers Brothers, New York, 1947.
12. Felix A. Nigro Modern Public Administration, Harper and Row, New York, 1965.
13. Fred Luthans Organization Behaviour, International Student Edition, Mcgraw Hill, Kogakusha Ltd.Tokyo, 1977.
14. Frederick Herzberg Work and the Nature of Man, The World Publishing Company, Cleveland, 1966.
15. Fritz,J.Roethlisberger & William J.Oiskson Management and the Worker, Harvard University Press, Cambridge, Mass, 1939.
16. H.George Frederickson New Public Administration, University of Alabama Press, Alabama, 1990
17. Ferbert A.Simon Administrative Behaviour, The Free Press, New York, 1957, 2nd Edition
18. K.K. Puri Elements of Public Administration (Pbi.), Bharat Prakashan, Jalandhar, 2004.

- |     |                                    |   |
|-----|------------------------------------|---|
| 19. | L.D. White                         | Introduction to the Study of Public Administration, MacMillan, New York, 1955.  |
| 20. | Luther Gulick & L. Urwick (Ed.)    | Papers on the Science of Administration, Institute of Public Administration, New York, 1937.                                      |
| 21. | M.P. Sharma and B.L. Sadana        | Public Administration, Kitab Mahal, Allahabad, 1993.  |
| 22. | Max Weber                          | The Theory of Social and Economic Organization, The Free Press, New York, 1964.   |
| 23. | Mohit Bhattacharya                 | Public Administration: Structure, Process and Behaviour.  |
| 24. | Mohit Bhattacharya                 | New Horizons of Public Administration, Jawahar Publisher and Distributors, New Delhi, 2001.                                       |
| 25. | Mohit Bhattacharya                 | Restructuring Public Administration—Essays in Rehabilitation, IInd Edition, Jawahar Publishers and Distributors, New Delhi, 1999. |
| 26. | Nicholas Henry                     | Public Administration and Public Affairs, Sixth Edition, Prentice Hall of India, 2001.  |
| 27. | R.B. Jain:                         | Public Administration in India: 21st Century Challenges for Good Governance, Deep and Deep Publications, New Delhi, 2001.         |
| 28. | Rumki Basu                         | Public Administration: Concepts and Theories, Sterling Publishers Pvt. Ltd., New Delhi, 1990.                                     |
| 29. | S.L. Goel                          | Advanced Administrative Theory, Deep and Deep Publications, New Delhi, 2002.  |
| 30. | S.L. Goel                          | Public Administration: Theory and Practice, Deep and Deep Publications, New Delhi, 2002.  |
| 31. | T.N. Chaturvedi (Ed.)              | Towards Good Governance, IIPA, New Delhi, 1999.   |
| 32. | Vishnoolal Bhagwan & Vidya Bhushan | Public Administration, S. Chand & Co. Ltd. New Delhi, 2005.   |

**M. A. PUBLIC ADMINISTRATION (SEMESTER-I)****PAPER-II:****INDIAN ADMINISTRATION****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

- 1 Evolution of Indian Administration: Kautilya, Mughal Period, British Period.
- 2 Constitutional Framework: Parliamentary Democracy, Federalism, Centre-State Relations: Legislative, Administrative and Financial.

**SECTION-B**

- 3 Political Executive at the Union Level: President, Prime Minister, Council of Ministers, Cabinet Secretariat, Cabinet Committees.
- 4 Structure of Central Administration: Central Secretariat, Prime Minister Office.

**SECTION-C**

- 5 Ministries and Departments: Ministry of Home Affairs and Ministry of HRD, Advisory Bodies, Boards and Commissions, Field Organizations.
- 6 Machinery for Plan Formulation: Planning Commission, Niti Ayog, National Development Council, Inter-Governmental Council.

**SECTION-D**

- 7 Issue Areas in Indian Administration: Relationship between Political and Permanent Executive, Generalist and Specialist in Administration, Citizen and Administration.
- 8 Corruption in India: Causes and Remedies. Role of Central Vigilance Commission; Lok Pal / Lok Ayukta.

**SUGGESTED READINGS:**

1. Ramesh K. Arora. : Indian Public Administration, Vishwa Prakashan, New Delhi, 2002. and R. Goyal
2. Avasthi and Avasthi: Indian Administration, Lakshmi Narain Aggarwal, Agra, 2000.
3. P.L. Bansal : Administrative Development in India, New Delhi, Sterling, 1974.
4. C.P. Bhambr: Bureaucracy and Politics in India, Delhi, Vikas Publications, 1971.
5. M. Bhattacharya: Bureaucracy and Development Administration, New Delhi, Uppal, 1978.
6. R. Braibhanti and J. : Administration and Economic Development in India, Spengler (Eds.) Durham, Duke University Press, 1963.
7. A. Chandra: Indian Administration, London, Allen and Unwin, 1968.
8. P.R. Dubashi: Rural Development Administration in India, Bombay, Popular Prakashan, 1972.

9. S.C. Dube (Ed.): Public Services and Social Responsibility, Shimla, Institute of Advanced Studies, 1979.
10. B.L. Fadia and: Indian Administration, New Delhi, Sahitya Bhawan Publications, 2005.
11. Kuldeep Fadia : Indian Administration, Kitab Mahal, Allahabad, 2000.
12. Hoshiar Singh : Contemporary Issues in Indian Administration, New Delhi, Vishal Publications, 1976.
13. R.B. Jain : Evolution of Indian Administration, Agra, Lakshmi Narain Aggarwal, 1970.
14. S.R. Maheshwari: Indian Administration, Orient Longman, New Delhi, 2000.
15. Surindra Kataria: Indian Public Administration, National Publishing House, New Delhi, 2009.
16. O.P. Motiwal(ed.): Changing Aspects of Public Administration in India, Allahabad, New Delhi, 1971.



## **M. A. PUBLIC ADMINISTRATION (SEMESTER-I)**

### **PAPER-III: DEVELOPMENT ADMINISTRATION**

**Time: 3 Hours**

**Max. Marks: 100**

#### **Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

#### **SECTION-A**

1. Development Administration: Concept, Meaning, Characteristics, Dimensions and Scope.
2. Difference between Development Administration and Traditional Public Administration, Administrative Development, Capability for Development Administration.

#### **SECTION-B**

3. Sustainable Development and Role of Bureaucracy in Development.
4. Changing Profile of Development Administration: Decadal Survey.

#### **SECTION-C**

5. Machinery for Development Planning at the Centre, State and Local Level.
6. Process of Development Planning : Plan Formulation, Implementation and Evaluation.

#### **SECTION-D**

7. New Directions for Empowerment: Civil Society and NGOs.
8. International Agencies for Development: World Bank, UNDP and IMF.

#### **SUGGESTED READINGS:**

1. Almond, G.A. and G.B.: Comparative Politics: A Development Approach, New Delhi, Powell Jr. Amnerind Publishing Company, 1996.
2. Ali Farazmand(ed.) : Handbook of Comparative and Development Administration, New York, Marcel Dekker, 1991.
3. A.K. Sharma Planning for Rural Development Administration, Jaipur, Rawat Publishing, 1995.
4. B. Hettne: Development Theory and the Three Worlds, England, Longman Group, 1996.

5. B. Smith (ed.) : Progress in Development Administration: Selected Papers for Public Administration and Development, 1981-1991, Chi Chester, John Wiley & Sons, 1992.
6. Bata K. Dubey : Bureaucracy, Development and Public Management in India, New Uppal Publishing House, 1978.
7. C.P. Bhambri : Administration in a Changing Society, New Delhi, National Publishers, 1978.
8. C. Bryant & L. While : Managing Development in the Third World, Boulder Colorado, West-view Press, 1937.
9. C.K. Roy, et.al (eds.) : Development Management and Administration, Third World Perspective, Calcutta, Wiley Eastern, 1993.
10. D. Montgomery and W.J. Siffin (eds.) : Approaches to Development , Politics, Administration and New York, McGraw Hill 1966.
11. D. Waldo (ed.) : Temporal Dimensions of Development Administration, Durham, Duke University Press, 1970.
12. Edward Weidner(ed.) : Development Administration in Asia, Durham, Duke University Press 1970.
13. G.F. Grant : Development Administration: Concepts, Goals, Methods, Madison, University of Wisconsin Press, 1979.
14. Fred W. Riggs (ed.) : Frontiers of Development Administration, Durham, Duke University Press, 1970.
15. F.W. Riggs : Administration in Developing Countries, Boston, Houghton Mifflin, 1964.
16. H. Mathur : Administrative Development in the Third World: Constraints and Choices, New Delhi, Sage, 1986.
17. J. La Palombara (ed.) : Bureaucracy and Political Development, Princeton NJ, Princeton University, 1967.
18. J.S. Uppal : Indian Economic Planning, Delhi, Macmillan, 1984.
19. K.B. Srivastava : New Perspectives in Development Administration in India, New Delhi, Concept Publishing, 1994.
20. M. Bhattacharya: Bureaucracy and Development Administration, Delhi, Uppal Publishing House, 1979.

21. M. Bhattacharya : Development Administration: Search for Alternative, New Delhi, Jawahar Publishers and Distributors, 1997.
22. M.J. Esman : The Politics of Development Administration, Pittsburgh University Press, 1962.
23. M. Umpathy : Development Administration Today: Super of Sub Disciplines, Mysore, Menu Publishing, 1994.
24. N. Bava : The Social Science Perspective & Method of Public Administration: Policy and Development Administration Approach, N. Delhi, Uppal Publishing House, 1992.
25. R.B.Jain and P.N Chaudhary(ed.) :Bureaucratic Values in Development, New Delhi, Uppal Publishing House, 1999.
26. R.D. Sharma : Development Administration: Theory and Practice, Delhi, H.K. Publishers Co., 1989.
27. R.H. Lowie : Primitive Society, London, Routledge, 1953.
28. R.K. Arora and S. Sharma (eds.) : Comparative and Development Administration, Ideas and Action Jaipur Arihat, 1992.
29. R.K. Sapru : Development Administration, New Delhi, Sterling Publishers Pvt. Ltd., 2004.
30. S.M. Katz : A System Approach to Development Administration, Washington DC, ASPA, 1965.
31. S.K. Sharma (ed.) : Dynamics of Development: An International Perspective, Delhi, Concept, 1978.
32. S.P. Verma and S.K. Sharma(eds.) : Development Administration, Delhi, IIPA, 1984.
33. V.A. Panandikar (ed.) : Development Administration in India, Delhi, Macmillan, 1974.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-I)****PAPER-IV: RESEARCH METHODS****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

- 1 Social Research : Objectives and Utility, Nature of Social Science, Types of Research.
- 2 Scientific Method : Characteristics, Various Steps in Scientific Study, Its Advantages and Limitations in Social Research.
- 3 Research Design: Meaning, Need, Steps in preparation of Research Design.

**SECTION-B**

- 4 Hypothesis: Meaning, types.
- 5 Sampling Design: Bases and Types of Sampling.
- 6 Method of Social Research : Survey Method of Social Research.

**SECTION-C**

- 7 Data Collection : Interview.
- 8 Interview Schedule and Questionnaire.
- 9 Observation; Participant and non-participant.

**SECTION-D**

10. Measures of Central Tendency: Mean, Median, Mode, and Standard Deviation.
- 11 Processing of Data: Classification, Tabulation and Editing.
- 12 Report writing.

### **M. A. PUBLIC ADMINISTRATION (SEMESTER-I)**

#### **SUGGESTED READINGS:**

1. B.N.Ghosh : Scientific Methods and Social Research, New Delhi, Sterling Publishers Pvt.Ltd., 1987.
2. C.A.Moser : Survey Methods in Social Investigations, London, Dunckworth and Co., 1970.
3. C.R.Kothari : Research in Methodology: Methods and Techniques, New Delhi, Wiley Eastern Ltd.1985.
4. C.Selltiz,et.al. : Research Methods in Social Relations, New York, Holt, Rinehart and Winston Inc., 1965.
5. S.P.Bajpai : The Structure of Science, Problems in Method of Social Survey and Research, Kanpur, Kitab Ghar, 1994.
6. Hans Raj : Theory and Practice in Social Research, New Delhi, Surjeet Publications, 1992.
7. Janet Buttolph, : Political Science Research Methods , New Delhi, Prentice Hall of  
Johnson Richard & India Pvt.Ltd., 1987.  
A.Joslyn
8. Louis H.Kider & : Research Methods in Social Relations, Fifth Edition, New York,  
Charles M.Judd. GBS Publishing, Japan Ltd., 1986.
9. M.H. Gopal : An Introduction to Research Procedure in Social Sciences, New  
Delhi, Asia Publishing House, 1970.
10. M.R, Cohen & : An Introduction to Logic and Scientific Method, London,  
E. Nagel. Routlege, 1957.
11. P.V. Young : Scientific Social Surveys and Research, New York,Prentice Hall,  
1960.
12. Piar Singh : Khoj, Vivhar ete Sidhant, Patiala, Publication Bureau, Punjabi  
University (Punjabi Medium).
13. V. Agnihotri : Techniques of Social Research, New Delhi, M.N. Publishers,  
1980.
14. W.J. Goode and : Methods in Social Research, New York, McGraw Hill,  
P.K. Hatt International Edition, 1981.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-I)****PAPER-V: E-GOVERNANCE****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. E-Governance: Definition, Objectives and Significance.
2. New Paradigms in E-Governance.
3. Strategies for E-Governance.

**SECTION-B**

4. Technology in Government.
5. Evaluating E-Governance.
6. Meaning, Security Challenges in E-Governance.

**SECTION-C**

7. Service Delivery System in Rural Locations.
8. District Administration Online.
9. Disaster Management Information Systems.

**SECTION-D**

10. Case Studies:
  - a) E-Sampark Centres in Chandigarh.
  - b) E-Seva in Punjab.
  - c) Gyandoot Pilot Project in Madhya Pradesh.
  - d) Lok Mitra in Himachal Pradesh.
  - e) Automation in Ahmedabad Municipal Corporation.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-I)****SUGGESTED READINGS:**

1. Anita Bansal : Information System Management.
2. Kiran Bedi & Others : Government and Net in New Governance Opportunities for India  
New Delhi, Sage Publications, 2001.
3. Rajiv Shukla : Information Technology in New Millennium, New Delhi, 2000.
4. Satish Jain : Information Practices.
5. S.L.Sah : Information Technology, New Delhi, Gujan Publication House, 1999.
6. S.K.Bansal : Information Technology and Globalization.
7. Subash Bhatnagar : E-Government , New Delhi, Sage Publications, 2004.
8. Subash Bhatnagar & Robert Schwore. : Information and Communications in Rural Development:  
Case Studies from India, World Bank Institute Working Papers,  
WBI Publications, 2000.
9. Zahid Hussain and Vabnita Ray. : Media and the Communication in the Third World, New Delhi,  
D.K. Publishers, 2000.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)****PAPER-I: FINANCIAL ADMINISTRATION****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Financial Administration: Meaning, Scope and Significance.
2. Evolution of Federal Finance.
3. Budget: Concept, Types, Essential Principles.
4. Budget as an Instrument of Management and Economic Development.

**SECTION-B**

5. Budgetary Process: Formulation, Enactment and Execution.
6. Performance Budgeting.
7. Auditing and Accounting.
8. Comptroller and Auditor General.

**SECTION-C**

9. Legislative Control Over Finance.
10. Public Accounts Committee, Estimates Committee, Committee on Public Undertakings.
11. Tax Administration: Characteristics of good taxation system, Problems of Tax Administration.
12. Public Debt, Public Borrowings and Deficit Financing.

**SECTION-D**

13. Fiscal Federalism: Centre-State Financial Relations.
14. Finance Commission : Composition, Functions and Role.
15. Ministry of Finance: Organization, Functions and Role.



**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)****Suggested Readings:**

1. K.N. Basiya : Financial Administration in India, Bombay, Himalya Publishing House, 1986.
2. C.P. Bhambri : Public Administration in India, Bombay, Vikas Publications House, 1973.
3. A.K. Chanda : Aspects of Audit Control, Bombay, 1969.
4. Padam Nath Gautam : Financial Administration in India, Vitt Prakashan, Haryana Sahitya Academy, Chandigarh, 1993.
5. S.L. Goel : Public Financial Administration, New Delhi, Sterling Publishers, 2002.
6. S.L. Goel : Financial Administration, New Delhi, Deep and Deep Publications, 2002.
7. K.L. Handa : Financial Administration in India, New Delhi, IIPA, 1988.
8. M. Khan & P.K. Jain : Management of Financial Institutions, Bombay, Vikas Publications House, 1973.
9. S.S. Janjua : Centre-State Financial Relations in India and Finance Commission, New Delhi, Deep and Deep Publications, 1999.
10. G.S. Lall : Public Finance and Financial Administration in India, New Delhi, Kapoor Publishers, 1976.
11. Peter A. Pyhrr : Zero Base Budgeting, New York, John Wiley and Sons, 1973.
12. Ajit Singh Sinha : New Economic Policy in India , New Delhi, Deep and Deep Publications, 1994.
13. R.K. Sinha : Fiscal Federalism in India, New Delhi, Sterling Publishers, 1987.
14. Andley Sudharam : Public Finance, Agra, Rattan Prakashan Mandir, 1979.
15. R.N. Srivastava : Management of Financial Institutions, Mumbai, Himalaya Publishing House, 1988.
16. Ruddar Datt & K.P. Sundaram : Indian Economy, New Delhi, S. Chand & Co.Pvt.Ltd.1997.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)**

17. M.J. K. Thavraj : Financial Administration in India, New Delhi, Sultan Chand and Sons, 1996.
18. M.M. Suri : Government Budgeting in India, New Delhi, Commonwealth Publishers, 1990.
19. P.L. Joshi and : Techniques of Zero-Base Budgeting , Bombay, Himalaya  
V.P. Raja Publishing House, 1988.
20. S. Panda : Financial Administration and Personal Management in Public Enterprises, New Delhi, 1989.
21. S.S. Tiwana : "Centre-State Relations in India: Recent Trends", ISDA Journal, Vol.3, Nos.3 & 4, Thiruvananthapuram, July-September and October-December, 1993.
22. S.S. Tiwana "New Economic Policy: An Overview", Indian Book Chronicle, Vol. XIX, No.12, Jaipur, 1994.
23. B.P. Tyagi : Public Finance, Meerut, Jai Prakash Nath, 1997.
24. B.P.R.Vithal and : Fiscal Federalism in India, New Delhi, OUP, 2004.  
M. Shastri.

**PAPER-II: STATE ADMINISTRATION (with special reference of Punjab)****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Political Executive: Governor. Chief Minister. Council of Ministers.
2. Structure of State Administration: State Secretariat, Chief Secretary, Directorates.

**SECTION-B**

3. Constitutional Authorities: State Public Service Commission, State Election Commission, State Planning Board.
4. Judicial Administration: High Court, Consumer Court, State Human Rights Commission.

**SECTION-C**

5. District Administration: Structure, Functions and Role
6. Divisional Commissioner.
7. Deputy Commissioner: Changing Role.
8. Block Development and Panchayat Officer.

**SECTION-D**

9. District Planning Board, District Rural Development Agency.
10. Grievances Redressal Machinery : Lokpal
11. Right to Information.
12. Major Problems of Urban and Rural Local Governments.

**SUGGESTED READINGS:**

1. B.B. Mishra : Administrative History of India.
2. B.L. Fadia and : Indian Administration, Agra, Sahitya Bhawan Publications, 2005.  
Kuldeep Fadia
3. D.D. Nanda : Municipal Administration in India Varanasi, Ganga Kavri Publishing House, 1998.
4. Hoshier Singh and : Public Administration in India : Theory and Practice, New Delhi,  
Mohinder Singh. Sterling Publishers, 1998.
5. K.K. Puri : Indian Administration (Pbi.) Jalandhar, Bharat Publishers, 2005.
6. Ministry of Information : District Administration : Theory and Practice, New Delhi  
& Broadcasting Government of India Publication, 2006.
7. Norman A. Lewis & : Ombudsman: India and the World Community, IIPA, New Delhi  
S.S.Singh. British High Commission, 1996.
8. P.B. Rathod: Indian Administration: Dynamics and Dimensions, New Delhi,  
Commonwealth, 2005.
9. R.B. Jain : Contemporary Issues in Indian Administration, New Delhi,  
Vishal Publications, 1976.
10. Rajni Ranjan Jha : Lokayukta: The Indian Ombudsman, Varanasi, Rishi  
Publications, 1990.
11. S. Mishra : Changing Pattern of District Administration, New Delhi, Mittal  
Publications, 1996.
12. S.R. Sharma : Evolution of Public Administration in India, Allahabad, Central  
Book Depot, 1965.
13. S.R. Maheshwari : Indian Administration, New Delhi, Orient Longman, 2000.
14. S.R. Maheshwari : State Governments in India, New Delhi, Orient Longman, 2000.
15. S.R. Maheshwari : Local Government in India, Agra , Laxmi Narain Agarwal, 2003.
16. S.S. Khera : District Administration in India, New Delhi, National Publishing  
House, 1979.

**PAPER-III:                   ADMINISTRATION OF URBAN DEVELOPMENT**  
**WITH SPECIAL REFERENCE TO PUNJAB**

**Time: 3 Hours**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Urban Local Government: Meaning, Scope and Significance.
2. Evolution of Urban Local Government in India.
3. Urbanization : Meaning, Trends, Problems and their remedies.

**SECTION-B**

4. The 74th Constitutional Amendment Act, 1992.
5. Functions of Urban Local Government.
6. Municipal Corporation: Organization and Functions.

**SECTION-C**

7. Municipal Corporation: Mayor and Municipal Commissioner.
8. Municipal Councils, Nagar Panchayats.
9. Municipal Personnel Administration: Types of Personnel Systems, Provincialization of Municipal Services.

**SECTION-D**

10. Finances of Urban Local Government.
11. State Department of Urban Local Government.
12. State-Local Relationship.

**Suggested Readings:**

1. A.Alexander : Local Government in Britain Since Reorganization, London, Allen & Unwin, 1892.
2. B.K. Sahay : State Supervision over Municipal Administration, Delhi, Classical Publishing House, 1991.
3. D.A. Chandler(ed.) : Local Government in Liberal Democracies, London, New Peterlance, 1992.
4. Donald C. Rowat : International Handbook on Local Government Reorganization, London, Green Wood Press, 1981.
5. D.D. Nanda : Municipal Administration in India, Varanasi, Ganga Kavri Publishing House, 1998.
6. Hoshiar Singh : Theory and Practice of Local Government Allahabad, Kitab Mahal, 1999.
7. Hoshiar Singh : Supervision over Municipal Administration: A Case Study of Rajasthan, Delhi, Associated Publishing House, 1979.
8. M.A.Muttalib and Akbar Ali Khan. : The Theory of Local Government, New Delhi Sterling Publishers, 1982.
9. Manoj Sharma : Local Government : Rural and Urban ,New Delhi, Anmol Publication Pvt. Ltd., 2004.
10. Michael Keating : Comparative Urban Politics, England, Edward Elgar Publishing Ltd. 1992.
11. O.P. Srivastava : Municipal Government & Administration in India , Allahabad, Chugh Publications, 1980.
12. P. Dunlevay : Urban Political Analysis, London, Macmillan, 1980.
13. Pardeep Sachdeva : Urban Local Government in India, Allahabad, Kitab Mahal, 2002.
14. Sahib Singh and Swinder Singh. : Local Government in India , Jalandhar, New Academic Publishing Co., 2005.
15. S.L. Goel : Urban Administration in India, New Delhi, Deep and Deep Publications Pvt. Ltd., 2003.

16. S.L. Goel and S.S. Dhaliwal. Urban Development Management, New Delhi, Deep and Deep Publications, 2002.
17. S.L. Kaushik : Leadership in Urban Government in India, Allahabad.
18. S.R. Maheshwari : Local Government in India, Agra, Laxmi Narain Agarwal, 2005.
19. S.R. Nigam : Local Government, New Delhi, S. Chand and Co.,1986
20. S.S. Bahiwal : Municipal Administration, Deep and Deep Publications Pvt. Ltd., New Delhi .
21. Vincent Ostron : Local Government in India and United States, Chicago, City Limits, 1981.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)****PAPER-IV: HUMAN RESOURCE DEVELOPMENT****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Human Resource Development: Concept, Meaning, Scope, Dimensions, Importance, Strategies & Techniques.
2. Human Resource Development: Challenges in Public Administration and Industry.

**SECTION-B**

3. Women and Human Resource Development.
4. Avenues and Opportunities in Human Resource Development.

**SECTION-C**

5. Morale Building, Team Building, Passion for Excellence, Time Management, Stress Management and Conflict Management.
6. Management of Change, Quest for Human Resource Development in Government.

**SECTION-D**

7. Human Resource Development in Government: Retrospect and Prospects.
8. Emerging Issues of Human Resource Development.

**SUGGESTED READINGS:**

- |                                      |   |
|--------------------------------------|---|
| 1. Aubrey C. Sansford                | : Human Relations - Theory and Practice of Organizational Behaviour, Columbus, Ohio, Charles E. Mervill Publishing Co., 1977.   |
| 2. Charles E. Lindbloom              | : The Science of Muddling Through Public Administration Review, Vol. 39, 1979.  |
| 3. Harold Koontz and Heiwz Weihrich. | : Management, New York, McGraw Hill Company, 1988.  |
| 4. Herbert A. Simon                  | : Administrative Behaviour: A Study of Decision Making Process in Administrative Organizations, New York, The Free Press, 1976. |
| 5. H. Joseph Reitz                   | : Behaviour in Organizations, Homewood, Gllinois, Grwin, 1987.  |



**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)**

6. Henry Mintzberg : Power in and Around Organizations, New Jersey, Prentice Hall, 1983.
7. K. Davis : Human Behaviour at Work, New Delhi, Tata McGraw Hill Publishing Company Ltd., 1975.
8. Keith Davis and New York, John W. Newstro : Human Behaviour at work: Organizational Behaviour, McGraw Hill Book Company, 1975.
9. L. M. Prasad : Principles and Practice of Management, New Delhi, Sultan Chand & Sons, 1989.
10. Max D. Richards(ed.) : Reading in Management, Cincinnati, South Western Publishing Co., 1986.
11. Peter Drucker : The Practice of Management, New York, Harper and Brothers, 1954.
12. R. S. Dwivedi : Human Relations and Organizational Behaviour, New Delhi, Oxford and IBH Publishing Co. Ltd., 1989.
13. Tom Peters and Nancy Austin : A Passion for Excellence, Warner Book INC, 1986.
14. William G. Quehi : A Theory, New York, Avon Books, 1978.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)**  
**PAPER-V: SOCIAL WELFARE ADMINISTRATION**

**Time: 3 Hours**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

1. Social Welfare Administration: Meaning, Nature, Scope and Significance.
2. Difference between Welfare State and Socialist State. Is India a Welfare State?
3. Role of Voluntary Organization in Social Welfare.

**SECTION-B**

4. Social Justice: Welfare of Weaker Sections: Scheduled Castes, Scheduled Tribes and OBCs.
5. Recommendations of Kaka Saheb Kalekar Commission and Mandal Commission. Job Reservation.

**SECTION-C**

6. Welfare of the Women and their Empowerment.
7. Welfare of the Children, Disabled, Aged, and Rehabilitation of Drug Addicts.
8. Ministry of Social Justice and Empowerment: Organization, Functions and Role.

**SECTION-D**

9. Department of Social Welfare: Organization, Functions and Role.
10. Central Social Welfare Board.
11. State Social Welfare Board.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)****SUGGESTED READINGS:**

1. D. R. Sachdeva : Social Welfare Administration in India, Allahabad, Kitab Mahal, 1993.
2. S. L. Goel & R. K. Jain : Social Welfare Administrative, Vol. I & II, New Delhi, Deep and Deep Publications, 1988.
3. S. L. Goel : Public Health Administration, New Delhi, Sterling, 1984.
4. T. N. Chaturvedi, R. K. Jain : Social Administration: Development and Change, New & Shanta Chandra Kohli (eds.) Delhi, Indian Institute of Public Administration. 1980.
5. D. Paul Chowdhry : Social Welfare Administration through Voluntary Agencies, Delhi, Atma Ram & Sons, 1962.
6. S. P. Aiyar (ed.) : Perspective on the Welfare State, Bombay, Manaktals, 1966.
7. Dean, Paul, H. Appleby : Public Administration for a Welfare State, Bombay, Asia Publishing House, 1961.
8. T. S. Simely : Five Year Plans Documents, Principles of Social Administration.
9. Mathur, S. S. : Education Administration in India, Report of the Scheduled Castes and Scheduled Tribes Commission (Dhevar Commission), 1953, Government of India.
10. Government of India : Report of the Scheduled Castes and Scheduled Tribes Commission (Mandal Commission), 1989,
11. Government of India : Annual Report of the Ministry of Health and Family Welfare, 1998-99.
12. A. X. Wadia : History of Philosophy of Social Work in India (Selected Chapters).
13. J. P. Naik : Educational Planning in India.
14. Marsh David, A. : Introduction to the Study of Social Administration.
15. Government of India : New Education Policy, 1986, Delhi, 1986.
16. Government of India : Annual Report of University Grants Commission.
17. Government of Pb. : Annual Report of the Education Department of Punjab.
18. G. Ramanathan : Education Planning and National Integration.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-II)**

19. G. Myrdal : Beyond the Welfare State.
20. Venekatarangaiqa : Socialist State Welfare Board.
21. Planning Commission : Plans and Prospects of Social Welfare in India.
22. P. D. Kukarn : Central Social Welfare Board.
23. S. N. Mukherji : Education in India: Today and Tomorrow, 1960.
24. G. H. Madan : Indian Social Problems.
25. Gokhale, S. D. : Social Welfare: Legend and Legacy, Bombay, Popular Parkashan, 1974.
26. Gore, M. S. : Some Aspects of Social Development, Bombay, Tata Institute of Social Sciences, 1973.
27. Gore, M. S. : Social Policy and Social Development in India, Madras, Association of Schools Social Work in India, 1979.
28. Tiwana, S. S. : "Job Reservation in India": A Critique, Administrative Change, Vol. XX, Jaipur, July 1992-June 1993.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)****PAPER – I: ADMINISTRATIVE THOUGHT****Time: 3 Hrs.****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

**Indian Thinkers:** Kautilya, Jawahar Lal Nehru , Mahatma Gandhi

**SECTION - B**

**Classical School:** F.W.Taylor, Henri Fayol, Max Weber,

**SECTION - C**

**Human Relation School:** Mary Parker Follett, Elton Mayo, Chester I. Barnard,

**SECTION - D**

**Positivists:** Herbert A. Simon, Abraham H. Maslow, Frederick Herzberg.

**Suggested Readings:**

1. Amitai Ezioni, *Modem Organizations*, New Delhi, Prentice Hall of India Pvt. Ltd., 1964.
2. Bertram M. Gross, *The Managing of Organisations*, Vol. 1 , New York, The Free Press, 1964.
3. Claudes, S. George Jr., *The History of Management Thought*, New York: Prentice Hall, 1968.
4. D.S. Pugh and D.J. Hickson, *Writers on Organisations*, Fourth Ed., England, Penguin Books, J.989.
5. D.S. Pugh (ed.), *Organisation Theory: Selected Readings*, England, Penguin Books, 1990.
6. David Silverman, *The Theory of Organisations*, London, Heinemann, 1970.
7. D.R. Prasad, V. S. Prasad & P. Satya Narayalla (ed.), *Administrative Thinkers*, New Delhi, Sterling Publishers Pvt. Ltd., 1991.
8. Dwight Waldo, *The Administrative State*, Second Ed. New York, The Ronald Press Company, 1972.
9. L.A. Allen, *Management and Organisation*, New York, McGraw–Hill Book Company, 1958.
10. Marino Pinto, *Management Thinkers*, Bombay, Allied Publishers, 1986.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-III)

11. Peter, M. Blau, *Bureaucracy in Modern Society*, New York: Random House, 1962.
12. Satya Deva, "Theory of Administration", *Administrative Management*, July–Sept. 1983, PP. 13–25.
13. Sawinder Singh, *Uchera Lok Parshasan*, Patiala, Punjabi University Press, 1993 (Pbi)
14. Shum Sun Nisa Ali, *Eminent Administrative Thinkers*, New Delhi, Associated Publishing House, 1998.
15. S.R. Maheshwari, *Administrative Thinkers*, New Delhi, Macmillan India Ltd., 1998.

#### Additional Readings:

1. A.H. Maslow, *Motivation and Personality*, New York : Harper and Row, 1954.
2. Chester I. Barnard, *The Functions of the Executive*, Cambridge, Mass: Harvard University Press, 1938.
3. D. Waldo, *The Enterprise of Public Administration*, 1983.
4. F.W. Taylor, *Scientific Management*, New York: Harper & Row, 1947.
5. Fred W. Riggs, *Administration in Developing Countries: The Theory of Prismatic Society*, Boston: Houghton Mifflin Company, 1964.
6. –"Prismatic Societies and Public Administration", *Administrative Change*, Vol 1, No.2, Dec. 1973.
7. –*The Ecology of Public Administration*, New Delhi: Asia Publishing House, 1961.
8. Frederick Herzberg, *Work and the Nature of Man*, Cleveland, The World Publishing Company, 1966.
9. –*The Managerial Choice – To be efficient and to be Human*, Illinois, Dow Jones – Irwin Homewood, 1976.
10. George Elton Mayo, *The Human Problems of Industrial Civilization*, Boston, Harvard Business School, 1946, Second Edition.
11. G. Hofstede and M. S. Kaseem (eds.), *European Contributions to Organisation Theory* (Assen Van Gorcum).
12. Harold R. Pollard, *Further Development in Management Thought* (London Heinemann).
13. Harold F. Gortner, Julianne Mahler, Bell Nicholson, H. H. Gerth and
14. C. Wright Mills (ed.), *Organisation Theory: A Public Perspective*, Chicago, The Dorsey Press, 1987
15. From Max Weber, *Essays in Sociology*, London: Routledge and Kegan Paul Ltd. 1957.
16. Herbert A. Simon, *Administrative Behaviour: A Study of Decision Making Processes in Administrative Organisation*, New York, The Free Press, 1957.
17. Henri Fayol, *General and Industrial Management*, London: Pitman, 1949.
18. Jawahar Lal Nehru, *An Autobiography*, London, Bodley Head, 1955. Jawahar Lal Nehru Address at the Inaugural Meeting of the IIPA, New Delhi on 29th March, 1954, Published in *The Indian Journal of Public Administration*, Vol. I, No.1, 1954 p.1.
19. Jerzy Szacki, *History of Social Thought* (Westport: Greenwood).
20. Joy M. Shafriz and Albert C. Hyde, *Classics of Public Administration*, Chicago, The Dorsey Press, 1987.
21. Keith M. Hederson, *The Study of Public Administration*, Lanham: University Press of Africa, Inc. 1983.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)**

22. Michael H. Harmon and Richard T. Mayer, *Organisation Theory for Public Administration*, Boston, Little Brown Col, 1986.
23. McGregor, *The Human Side of Enterprise*, NY: McGraw–Hill, 1950.
24. Max Weber, *The Theory of Social and Economic Organisation* Glencoe, Ill.: Free Press, 1947.
25. –*The Protestant Ethic and the Spirit of Capitalism*, New York, Scribner, 1930.
26. Mary P. Follett, *Creative Experience*, London, Longmans Green, 1924. Roethlisberger and Dickson, *Management and the Worker*, Cambridge and Mass: Harvard University Press, 1949.
27. R.N. Singh, *Management Thought and Thinkers*, Delhi, Sultan Chand and Sons, 1977.
28. R.K. Saprui, *Theories of Administration*, New Delhi: S. Chand and Co. Ltd., 1996.
29. R. Shamasastri, *Kautilya's Arthashastra*, Mysore: Wesleyan Mission Press, 1929.
30. Ramesh Arora, *Perspectives in Administrative Theory*, New Delhi, Associated Publishing House, 1979.
31. Renu Kapila, "Maslow's Contribution to Administrative Theory (Some Lesser Known Aspects)", Chandigarh, Arun Publishing House Pvt. Ltd., 2003.
32. Robert Golembiewski, *Public Administration as a Developing Discipline*, NY, Marcel Dekker, 1977.
33. S. L. Goel, *Advanced Public Administration*, New Delhi: Deep and Deep Publication, 2002.
34. S. Pollard, *The Genesis of Modern Management* (London: Arnold).
35. Satya Deva, "State and Bureaucracy in Kautilya's Arthashastra", *The Economic and Political Weekly*, 19(19) 12, May, 1984, pp. 811, 815.
36. Vishwanathan, V. N., *Comparative Public Administration*, New Delhi: Sterling, 1996.
37. Umapathy, M., *Development Debate – The Missing Question*, Mysore: Manu Publishing, 1994.
38. W. Evans (ed.), *Frontiers in Organisation and Management*, NY, Praeger, 1980.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)**  
**PAPER – II: COMPARATIVE PERSONNEL ADMINISTRATION**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. Personnel Administration: Meaning, Scope, Functions & Significance.
2. Position Classification: Meaning, merits and demerits.
3. Bureaucracy: Concept, Meaning, Types and Role in Modern Society.
4. Civil Service Reforms in India: Administrative Reforms Commission (I-II).  
Assheton Committee, Fulton Committee.

**SECTION - B**

5. Personnel Administration in India: Recruitment, Training and Promotion, Conduct Rules and Disciplinary Action.
6. Recruitment Agencies in India: Union Public Service Commission, State Public Service Commission.
7. Redressal Machinery: Central Administrative Tribunal.

**SECTION - C**

8. Personnel Administration in Great Britain: Recruitment, Training, Promotion, Conduct Rules and Disciplinary Action.
9. Whitleyism in Great Britain. Ombudsman in Great Britain– Parliamentary Commissioner.

**SECTION - D**

10. Personnel Administration in U.S.A. and France: Recruitment, Training, Promotion, Conduct Rules and Disciplinary Action, Political Rights of Civil Servants. Administrative Courts in France.



### M. A. PUBLIC ADMINISTRATION (SEMESTER-III)

#### Suggested Readings:

1. Farazmand, *Handbook of Comparative and Development Public Administration*, New York, Marcel Dekker, 1991.
2. B.B. Peters, *The Politics of Bureaucracy: A Comparative Perspective*, New York, Longman, 1978.
3. D.N. Brothier, *Wage and Salary Administration*, 2nd Edition, Englewood Cliffs, New Jersey, Prentice Hall, 1962.
4. D. Hirschmann, "Development Management versus Third World Bureaucracies: A Brief History of Conflicting Interests", *Development & Change*, 30, 2, April, 1999.
5. Daiv E. Klainger : *Public Personnel Management*. IPMA, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1986.
6. Edwin. B. Filipo : *Principles of Personnel Management*, 6th edition McGraw Hill. Singapore, 1984.
7. F. Heady, *Pubic Administration: A Comparative Perspective*, New York, Marcel Dekker, 1984.
8. Government of India, *Report on Personnel Administration Administrative Reforms Commission*, New Delhi, Manager of Publications, 1967.
9. Government of India, *Report on Centre–State Relations*, Administrative Reforms Commission, New Delhi, Manager of Publications, 1967.
10. J. Pierre (ed.), *Bureaucracy in the Modern State*, Aldershot, Edward Elgar, 1995.
11. K.R. Hope, "Politics, Bureaucratic Corruption and Mal–Administration in the Third World, *International Review of Administrative Sciences*, 51 (1), 1985.
12. K.K.Puri, *Personnel Administration and Financial Administration in India*, (Punjabi) Jalandhar, Bharat Publishers, 2005.
13. M.S. Haque, "The Contextless Nature of Public Administration in Third World Countries", *International Review of Administrative Success*, 62(3), September, 1996.
14. O.Glenn Stahl: *Public Personnel Administration*, 7th Ed., Oxford IBH Publication Compo New Delhi, 1977.
15. P. Ghosh , *Personnel Administration*, New Delhi: Sudha Publication, 1975.
16. S.L.Goel and Shalini Rajneesh, *Public Personnel Administration: Theory and Practice*, New Delhi, Deep and Deep Publications 2002.
17. Sahib Singh and Swinder Singh, *Public Personnel and Financial Administration*, Jalandhar, New Academic Publishers, 2004.
18. S.P. Verma and S.K. Sharma, *Comparative Public Administration*, New Delhi, IIPA, 1985.
19. S.R. Maheshwari, *The Higher Civil Services in Japan*, 1997.
20. Surendra Kataria, *Personnel Administration* (Hindi), R.B.S.A., Publishers, Jaipur, 2005.
21. V.M. Sinha, *Personnel Administration*, Jaipur ,RBSA Publishers, 1985.
22. V. Subramaniam, *Public Administration in the Third World*, New York, Greenwood Press, 1990.
23. V.N. Viswanathan, *Comparative Public Administration*, New Delhi, Sterling, 1995.
24. W. Cunnning Mourice, *Theory and Practice of Personnel Management*, London, Heinemann, 1968.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)**  
**PAPER – III: ADMINISTRATION OF RURAL DEVELOPMENT WITH SPECIAL**  
**REFERENCE TO PUNJAB**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. Rural Development–Concept and Significance.
2. Administrative Machinery for Rural Development at National, State, District and Block Levels.
3. MNREGA, Drought Prone Area Development Programme.

**SECTION - B**

4. Evolution of Panchayati Raj in India, Community Development Programme.
5. Impact of Balwant Rai Mehta Committee Report and Ashok Mehta Report on Rural Development: “CARD (Committee on Administrative Arrangements and Rural Development”
6. Main features of 73<sup>rd</sup> Constitutional Amendment Act, 1992.

**SECTION - C**

7. Organisation, Working and Impact on Panchayati Raj Institutions after 73<sup>rd</sup> Amendment.
8. Panchayati Raj Finances.
9. Panchayati Raj Personnel.
10. Role of DPO and BDO Political Parties in Panchayati Raj.

**SECTION - D**

11. Cooperative Administration at State and Local Levels.
12. Role of Cooperatives in Rural Development.
13. Relationship between Cooperatives and Rural Local Bodies.
14. Rural – Urban relationship.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-III)

#### Suggested Readings:

1. Charles & Pinkus & Anne Dixson, *Solving Local Government Problems*. London, George Allen and Unwin, 1981.
2. D. V. Raghava Rao, *Panchayat and Rural Development*. Delhi, Ashish Publishing House, 1980.
3. E.N. Gladden, *Local Corporational and International Administration*, London: Staples Press, 1972.
4. Government of India, *Report of the Rural–Urban Relationship*, Committee, Ministry of Health and Family Planning, 1966.
5. G. Ram Reddy: *Pattern of Panchayati Raj in India*, Madras: The MacMillan Company of India Ltd. 1977.
6. Henry Meddick, *Decentralisation, Democracy and Development*, Bombay, Asia, 1963.
7. Ivor H. Seeley, *Local Government Explained*, London, The Macmillan Press Ltd. 1978.
8. Jeffrey Stanyer, *Understanding Local Government* London, Martin Robertson & Co. Ltd., 1976.
9. K.B. Smellie, *A History of Local Government*. London, Unwin University Books, 1968.
10. K.K. Puri and Gurbachan Singh Barara, *Local Government in India*, Jalandhar, Bharat Prakashan, 2005.
11. K.Serhadi, S.P. Jain, *Panchayati Raj and Political Perception of Hyderabad*, National Institute of Community Development, 1972.
12. N. Rajagopal Rao, *Panchayati Raj : A Study of Rural Local Government in India* Delhi: Uppal Publishing House, 1976.
13. Pardeep Sachdeva, *Dynamics of Municipal Government and Politics in India*, Allahabad: Kitab Maha. 1991.
14. P. Satyanarayana, *Towards New Panchayati Raj*, Delhi: Uppal Publishing House, 1990.
15. P.C. Mathur, *Political Dynamics of Panchayati Raj*, Delhi, Konark Publishers Pvt, Ltd. 1991. Ram Ashraya Sinha, *Municipal Executive*, Delhi: Capital Publishing House, 1987.
16. Roy Darke and Ray Walker, *Local Government and Public*, London Leonard Hill, 1977.
17. S.R. Maheshwari, *Local Government in India*, Agra, Narayan Aggarwal, 2003.
18. Y.C. Shanna, "IRDP and Panchayati Raj Instructions" *Khadi Gramodyog*, 28 (2) October, 1981, pp. 53–56.
19. William. Robson, *Local Government in Crisis*, London: George Allen and Unwin Ltd., 1968.
20. Rural Urban relation Committee.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)**  
**PAPER-IV: COMPARATIVE PUBLIC ADMINISTRATION**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

Comparative Public Administration: Meaning, Scope and Significance.

Evolution of Comparative Public Administration.

Approaches to study of Comparative Public Administration: Institutional Approach, Behavioural Approach and Structural Functional Approach.

**SECTION - B**

Models of Comparative Public Administration with special reference to Agraria– Industria Models, Prismatic Model: Bazaar Canteen Model, Sala Model.

Max Weber's Bureaucratic Model.

Contribution of Fred W. Riggs and Ferrel Heady to Comparative Public Administration.

**SECTION - C**

Salient features of Administrative Systems of U.K, U.S.A., Japan & France.

Broad features of Local Government in U.K, U.S.A., Japan and France.

**SECTION - D**

Control over Administration in U.K, U.S.A., Japan and France.

Machinery for the Redressal of Citizen's Grievances in U.K., U.S.A, Japan and France.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-III)

#### Suggested Readings:

1. Ferrel Heady (ed.), *Comparative Public Administration*, Michigan, Michigan University, 1978.
2. Ferrel Heady, *Public Administration: A Comparative Perspective*, N. J. Englewood Cliffs, 1966.
3. F. W. Riggs, *Administration in Developing Countries: The Theory of Prismatic Society*; Boston, Houghton Mifflin Co., 1904.
4. — *The Ecology of Public Administration*, Bombay, Asia Publishing House, 1961.
5. Fred W. Riggs and Edward Weidner, *Models and Priorities in the Comparative Study of Public Administration*, 1963.
6. Ramesh K. Arora, *Comparative Public Administration*, New Delhi, Associated Publishing House, 2000.
7. R.K. Arora and Sangeeta Sharma, *Comparative and Development Administration Ideas and Actions* (ed.) Jaipur, Arihand Centre for Administrative Change, 1992.
8. R.B. Jain, *Comparative Aspects of Public Administration in Robert Wilnks (ed.). Other views and other visions*, Greenwood Press, 1978.
9. R.B Jain, "The State & Comparative Public Administration", *Indian Journal of Public Administration*, New Delhi, Vol. 7 (Oct.–December, 1991).
10. Sybit and Stocke, *Papers in Comparative Public Administration Institutions of Public Administration*, University of Michigan, 1962.
11. Surendra Kataria, *Tulnatmak Lok Prashsan*, Jaipur, R.B.S.A, 2004.
12. T.N. Chaturvedi, *Comparative Public Administration*, Jaipur, College Book Depot, 2003.
13. T.N. Chaturvedi,, *Tulnatmak Lok Prashashan*, Jaipur, College Book Depot, 1994.
14. William Siifin, *Towards the Comparative Study of Public Administration*, Blookington, Indian University Press, 1957.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)**  
**PAPER-V: ORGANISATIONAL BEHAVIOUR**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. The study of the Organization: Meaning, Importance, Approaches and properties of an organization.
2. The Field of Organisation Behaviour: – Significance of organization behaviour?  
Nature  
and Scope of Organization Behaviour Approaches, Developments in Organisational Behaviour.
3. Organizational Goals: Significance of goals and Goal Setting Process.

**SECTION - B**

4. Individual and Organization: – Individual V/s Organizational goals, Models of Man.
5. Personality: Meaning, determinants of personality, Theories on Personality.

**SECTION - C**

6. Group Dynamics: Meaning, Types of Groups, Group Size, Status, Group norms and cohesiveness.
7. Organisational Conflict: – Meaning features, significance, Conflict Management.

**SECTION - D**

8. Organizational Effectiveness: – Concept, approaches, Organizational and Managerial effectiveness, Factors in organizational effectiveness.
9. Organizational Change: – Meaning, Planned Change, Processes in Planned Change.
- 10 Organizational Development: Definition, Characteristics and Objectives.  
Organizational Development Process.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-III)****Suggested Readings:**

1. Fred Luthans, *Organisational Behaviour*, McGraw–Hill, New Delhi.
2. Hicks & Guellett, *Organisation Theory & Behaviour*, Prentice Hall, London, 1960.
3. I.V.S.P. Rao and P.S. Narayarm, *Organisation Theory and Behavior*, Konark Publishers Pvt. Ltd..
4. Keith Davis, *Human Behaviour at Work*, McGraw–Hill Book Co., New Delhi.
5. L. M. Prasad, *Organisation Theory and Behaviour*, New Delhi, Sultan Chand and Co.1990.
6. Pfiffner and Sherwood, *Administrative Organisation*, Prentice Hall, London, 1960.
7. P. Meyer, *Administrative Organisation*, Copenhagen, 1957.
8. Stemphen, P. Rebbins, *Organisational Behaviour: Concept and Controversies*, Prentice Hall, New Delhi.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)**  
**PAPER I: ADMINISTRATION OF PUBLIC SECTOR UNDERTAKINGS**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

Meaning and Scope of Public Enterprises.  
Growth of Public Sector in India and Industrial Policy Resolutions.  
Objectives and Role of Public Enterprises  
Forms of Public Enterprises.

**SECTION - B**

Governing Board: Composition, Powers and role.  
Problems of Management.  
Executive and Parliamentary control over Public Enterprises.

**SECTION - C**

Personnel Management; Recruitment and training.  
Industrial Relations: Role of Trade Unions.  
Workers Participation in Management of Public Enterprise.

**SECTION - D**

Pricing Policy and Practices.  
New Economic Policy: Impact on Public Sector  
Disinvestment in Public Sector Undertakings and Privatization.



**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)****Suggested Readings:**

1. A.N. Aggarwal, *Indian Economy*, New Delhi, Wiley Eastern Ltd., 1987.
2. Ghosh, *Indian Economy – Its Nature and Problems*, Calcutta, The World Press Pvt. Ltd., 1986.
3. Dutt & Subramaniam, *Indian Economy*, Delhi; S. Chand & Co. 1987.
4. Jagdish Prakash, Nageshwar Rao and M.B. Shukla, *Administration of Public Enterprises in India*, New Delhi, Himalaya Publishing House, 2002.
5. Laxmi Narain, *Public Enterprise Management and Privitisation*, New Delhi, S. Chand & Co., 2003.
6. Manohar Lal Ahuja, *Lok Udamam Da Parbandh*, Patiala, Publication Bureau Punjabi University, 2000.
7. R.P. Mishra, *District Planning*, New Delhi, Concept Publishing Co., 1986.
8. Mohinder Singh (Ed.), *Some Aspects of Public Administration in India: Theory and Practice*, New Delhi.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)**  
**PAPER II: PUBLIC POLICY AND ANALYSIS**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

Public Policy: Meaning, Nature, Types and Importance.

Policy Analysis: Meaning, Dimensions, Stages.

Models of Public Policy Making: Dror's Model, Simon's Model and Lindblom's Model.

**SECTION - B**

Public Policy Making: Role of Political Executive, Legislature, Bureaucracy, Judiciary, Political Parties, Interest Groups, Media. Policy making process

**SECTION - C**

Public Policy Implementation: Role of Legislature, Political Executive, Bureaucracy and Judicial Intervention.

Role of Non-governmental agencies –Voluntary Organizations, Pressure Groups.

Major problems in Policy Implementation.

**SECTION - D**

Policy Evaluation: Meaning, functions, Problems of evaluation.

Criteria for evaluation of Public Policy.

Policy analysis of New Education Policy and latest developments.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)

#### Suggested Readings:

1. Charles E. Lindbloom, *The Policy Making Process*.
2. Dayal Ishwar, *Dynamics of Formulating a Public Policy*, New Jersey, Prentice Hall, 1975.
3. D. Drey, *Problem Definition in Policy Analysis*, Kansas, University Press of Kansas, 1984.
4. H.A. Aaron, T.E. Mann & Taylor (ed.) *Values and Public Policy*, Washington D.C., Braking Institution, 1994.
5. Herbert A. Simon, *Administrative Behaviour*.
6. Herbert A. Simon, *The New Science of Management Decisions*, New York, Harper, 1960.
7. J.E. Anderson, *Public Policy Making*, Boston, Houghton Mifflin, 1990.
8. L.N. Gerston, *Public Policy Making: Process and Principles*, London M.E., Sharpe, 1997.
9. Pardeep Sahni, *Public Policy: Conceptual Dimensions*, Allahabad, Kitab Mahal, 1987.
10. P.B. Rathod, *Public Policy Making: The Discipline and its Dimensions*, New Delhi, Commonwealth, 2005.
11. P.K. Saxena, (ed.) *Comparative Public Policy*, Jaipur, Rawat, Publication, 2000.
12. Paul H. Appleby, *Policy and Administration*, Alabama, University of Alabama Press, 1957.
13. R.K. Saprú, *Public Policy: Formulation, Implementation and Evaluation*, New Delhi, Sterling Publishers, 1984.
14. S.R. Maheshwari, *Public Policy Making in India*, Indian Journal of Political Sciences, Vol. 38, 1987.
15. Thomas R. Dye, *Understanding Public Policy*, New Jersey, Englewood Cliff Prentice Hall, 1997.
16. W. Dunn, *Public Policy Analysis: An Introduction*, New Jersey, Prentice Hall, 1993.
17. Yehezkel Dror, *Public Policy Making Re-examined*, San Francisco, 1968.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)**  
**PAPER III: LABOUR WELFARE ADMINISTRATION**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. Labour Welfare: Concept, Scope, and Significance..
2. Labour: Characteristics of Indian Labour, Major Labour Problems in a developing country.
3. Social Security: Meaning, Objectives, Social Security measures undertaken for Labour in India.

**SECTION - B**

4. Industrial Relations: Causes of Industrial Disputes, Methods of resolving disputes. Study of Industrial Dispute Act, 1947.
5. Trade Unionism: History and role of Trade Union Movement in India.
6. Worker's Participation in Management: Concept, Significance and Mode of Participation.

**SECTION - C**

7. Problems of Organised Labour.
8. Problems of Unorganised Labour.
9. Problems of Child Labour.

**SECTION - D**

10. Problem of Unemployment : Meaning, Causes, Effects and Remedies.
11. Labour Administration: Organisation and Functions of Union Ministry of Labour and State Department of Labour.
12. ILO : Origin, Objectives, Structure, Functions and Role in Labour Welfare.

### M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)

#### Suggested Readings:

1. Charles A. Myers, *Industrial Relations in India*, Bombay, Asia Publishing House, 1990.
2. C. B. Mamoria & S.R. Mamoria, *Social Security, Labour Welfare & Industrial Peace in India*.
3. Crouch Harold, *Trade Union and Politics in India*, Bombay: Manaktal, 1966.
4. Deepak Bhatnagar, *Labour Welfare & Social Security Legislation in India*, New Delhi, Deep and Deep Publications Pvt. Ltd.
5. G. Sharma, *Labour Movement in India*, New Delhi, Sterling Publishers.
6. Government of India, *Report of the National Commission on Labour*, Ministry of Labour, Employment and Rehabilitation, 1989.
7. Government of India, *Report of the Labour Investigation Committee*, 1946.
8. Government of India, *Report of Royal Commission on Labour*, 1931.
9. John Zechariah, *Administration of Industrial Disputes*, Delhi : Ashish Publishing House, 1990.
10. K.K. Chand, *Industrial Relations*, Delhi, Ashish Publishing House, 1989
11. K. M. Subramaniam, *Labour Management Relations in India*, Bombay, Asia Publishing House
12. K Vaid, *Labour Welfare in India*, New Delhi, Sri Ram Centre for Industrial Relations.
13. N.L.Ganguly, *Worker's Participation in Management*. Delhi, BMS, 1979
14. N.F. Dufly, *Industrial Relations in India*. Bombay: Allied Publishers, 1964.
15. R.C. Saxena, *Labour Problems and Social Welfare*, Meerut, K. Nath and Co.
16. S. N. Mishra, *Labour and Industrial Laws*, Allahabad Law Agency.
17. Sanosh Sood, *Trade Union Leadership in India*, Delhi: Deep & Deep Publications, 1984.
18. S.S.Tiwana, "Trade Union Movement in India: Emerging Trends," *Indian Journal of Labour Economics*, Vol. 37 No.4, October–December, 1994.

19. T N. Bhagoliwal, *Economic of Labour and Industrial Relations*
20. V.V.Goro, *Labour Problem in Indian Industry*, Bombay, Asian Publishing House, 1972.
21. V. C. Goswami, *Labour and Industrial Laws*, Allahabad Law Agency.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)****PAPER IV: INTERNATIONAL ADMINISTRATION****Time: 3 Hrs.****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. International Administration till the Second World War with special reference to the League of Nations.
2. Genesis ,Objectives and Role of the United Nations.

**SECTION - B**

3. Major Functions of the UN.
4. Specialized Agencies of the UN: UNDP and UNICEF.,

**SECTION - C**

5. Specialized Agencies of the UN: UNESCO and WHO.
6. The UN Secretariat: Organization, Functions and its Working.

**SECTION - D**

7. International Civil Service, Recruitment and Training.
8. Reforms in International Administration.

**Suggested Readings:**

1. A. Le Roy Bennet, *International Organization : Principles and Issues*, New Jersey, Englewood Cliffs, Prentice Hall, 2005.
2. C. V. Narsimhan, *The United Nations: An Inside View*, Delhi, Vikas, 1988.
3. D.P. Forsythe, *United Nations Peacekeeping*, Baltimore and London, John Hopkins University Press, 1972.
4. D. Pitt and T. G. Weiss (eds.), *Nature of United Nations Bureaucracies*, London, Croom Helm, 1986.
5. J.A. Moore and J. Pubantz, *The New United Nations*, New Jersey, Englewood Cliffs, Prentice Hall, 2005.
6. J.Lemoine, *The International Civil Servant: An Endangered Species*, The Hague:

- Kluwer Law International, 1995.
7. K. P. Saksena, *Reforming the United Nations: The Challenge of Relevance*, New Delhi, Sage, 1993.
  8. M. A. Niaz, *Training Programme for Various Categories of Civil Servants*, Brussels, IIAS, 1969.
  9. *Personnel Administration in the United Nations*, New Delhi, IIPA, 1957.
  10. R.I. McLaren, *Civil Servants and Public Policy: Comparative Study of International Secretariates*, Waterloo Ontario, Wilfrid Laurier
  11. R. S. Jordan, "The fluctuating fortunes of the United Nations International Civil Service: Hostage to politics or undeservedly criticized?" *Public Administration Review*, 51 (4), Jul–Aug., 1991. University Press, 1980.
  12. Satish Kumar (ed.) *The United Nations at 50*, New Delhi, UBSPD, 1995.
  13. Rumki Basu, *Personnel Administration in United Nations*, New Delhi, Sterling Publishers, 2000.
  14. S.L. Goel, *International Civil Service*, New Delhi, Sterling Publishers, 1984.
  15. S. Singh, *Structure and Functions of the UNO*, Delhi, Kanishka, 1995.
  16. V.N. Khanna, *International Relations*, New Delhi, Vikas Publishing House Pvt. Ltd., 2002.
  17. Y. Beigbeder, *Management Problems in United Nations Organizations Bureaucracies*, London and Sydney, Croom and Helm, 1989.



**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)**  
**PAPER –V: ADMINISTRATIVE TECHNIQUES**

**Time: 3 Hrs.**

**Max. Marks: 100**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION - A**

1. Administrative Techniques: Significance and Features.
2. Work Study and Work Measurement.
3. Programme Evaluation and Review Techniques (PERT) and Critical Path Method (CPM)

**SECTION - B**

4. Meaning, Methodology and techniques.
5. Operational Research.
6. Computerisation in Administration ,MIS, management, information, system: types and significance.

**SECTION -C**

7. Administrative Improvement – O & M Approach.
8. Cost Benefit analysis and techniques.
9. Management by Objectives and its applications in Public Administration.

**SECTION - D**

10. New Public Management and current techniques in Public administration.
11. Job Analysis and Evaluation: Quantitative and Qualitative methods.
12. Ethical and Moral Dimensions of Administrative Techniques.

**M. A. PUBLIC ADMINISTRATION (SEMESTER-IV)****Suggested Readings:**

1. R. Currie and Faraday, *Work Study*, Pitman Longman.
2. Srinath, D. S. Part, CPM, *Principles and Applications*, New Delhi, East West Press, 1975.
3. I.L.O., *Introduction to Work Study*, Geneva ILO, 1969.
4. Milward, G E., *Organization and Methods* – Macmillan, London, 1960.
5. S. L. Goel: *Administrative Techniques*
6. United Nations, *Use of Modern Management Techniques in Public Administration, Developing Countries*.
7. Weist Jeromine Levy Perdinane, K. A., *Management Guide to PERT/CPM*, New Delhi, Prentice Hall of India, 1972.