

## Master's in Public Policy and Administration

### Vision:

To be an internationally acclaimed institute, delivering a structured learning programme to create globally relevant and locally competent public policy experts.

### Program Objectives:

1. To help students acquire skills set from fields of Economics, Political Science and Quantitative Analysis that can be used to develop innovative solutions to problems faced by complex and diverse society.
2. To develop the skill of critical thinking in public policy issues and conduct professional analyses of social political, economic structures and bureaucratic processes.
3. Develop the ability of effective communication skills in public appearances, written reports and documents.
4. To ethically serve the public.

### Objective:

To train Public policy experts, enabling to shoulder present and future responsibilities of Indian Stakeholders.

### Program Structure

Semester 1							
Sr. No	Title of Subject	No of hours	Credits	Continuous Internal Assessment	Mid semester Test	External Evaluation	Total
1	Introduction to Public Policy	40	4	20	20	60	100
2	Introduction to Governance	40	4	20	20	60	100
3	Statistics & Policy	40	4	20	20	60	100
4	International Global Affairs	40	4	20	20	60	100
5	Elective (Select any one)	40	4	20	20	60	100
	<b>Total</b>	<b>200</b>	<b>20</b>				<b>500</b>

### Electives (Select any one)

1. International law & Diplomacy
2. Strategic Culture & Thinkers

Semester 2							
Sr. No	Title of Subject	No of hours	Credits	Continuous Internal Assessment	Mid semester Test	External Evaluation	Total
1	Advanced Economics	40	4	20	20	60	100
2	Indian Polity & Administration	40	4	20	20	60	100
3	Human Resources Management	40	4	20	20	60	100
4	Research Methodology	40	4	20	20	60	100
5	Elective (Select any one)	40	4	20	20	60	100
6	Online Course on MOOC, EdX, Coursera/ internship	40	4				100
	<b>Total</b>	<b>240</b>	<b>24</b>				<b>600</b>

**Electives (Select any one)**

1. Cost & Financial Management Accounting
2. Policy Analysis

**Summer Internships: May & June, after the end of semester II**

Semester 3							
Sr. No	Title of Subject	No of hours	Credits	Continuous Internal Assessment	Mid semester Test	External Evaluation	Total
1	Public Financial Governance	40	4	20	20	60	100
2	Contours of Public Policy - I	40	4	20	20	60	100
3	Globalization & Public Policy	40	4	20	20	60	100
4	Socio Economic Theories of Social Change	40	4	20	20	60	100
5	Elective (Select any one)	40	4	20	20	60	100
	<b>Total</b>	<b>200</b>	<b>20</b>				<b>500</b>

**Electives (Select any one)**

1. Policy & Design Thinking
2. Defence Policy

Semester 4							
Sr. No	Title of Subject	No of hours	Credits	Continuous Internal Assessment	Mid semester Test	External Evaluation	Total
1	Project Management	40	4	30	20	50	100
2	Strategic Foresight & Decision Making	40	4	20	20	60	100
3	Contours of Public Policy - II	40	4	20	20	60	100
4	State, Market & Society	40	4	20	20	60	100
5	Elective (Select any one)	40	4	20	20	60	100
6	Dissertation		4				100
	<b>Total</b>	<b>200</b>	<b>24</b>				<b>600</b>

**Electives (Select any one)**

1. e-Governance
2. Rural & Urban Policy

**Attendance Marks**

Percentage	Marks
95% - 100%	5 marks
90% - 94%	4 marks
85% - 89%	3 marks
80% - 84%	2 marks
76% - 79%	1 mark

**Grading Pattern**

Percentage	Grade	Grade Point	Interpretation	Class
80 and Above	A+	4	Outstanding	First Class with Distinction
73-79	A	3.67	Excellent	First Class
66-72	A-	3.33	Very Good	First Class
60-65	B+	3.00	Good	First Class
55-59	B	2.67	Average	Second Class
50-54	C+	2.33	Satisfactory	Second Class
45-49	C	2.00	Pass	Pass Class
40-44	D	1.00	Pass	Pass Class
<b>39 and Below</b>	<b>F</b>	<b>0</b>	<b>Fail</b>	<b>Fail</b>

**Examination & Assessment****Question Paper Pattern for the End Semester Examination**

Section	Type	Marks
A	Conceptual/Descriptive Type Questions	5 X 2 = 10
B	Conceptual / Descriptive Type Questions	2 X 5 = 10
C	Analytical / Essay Type Questions	2 X 8 = 16
D	Case Study	1 X 14 = 14
<b>Total Marks</b>		<b>50</b>

**Examination & Assessment****Continuous Internal Assessment**

Written (reports) – Group or Individual, Understanding of the subjects,

Participative learning, Presentation and VIVA, Quiz, Multiple choice based test.

## **Programme Outcomes (PO's):**

1. International Perspective
2. Futuristic viewpoints
3. Decision Orientation
4. Public Policy Understanding, Analysis and Design
5. Strategic Mind-set

## **Semester I**

### **1. INTRODUCTION TO PUBLIC POLICY**

#### **Course Objective**

1. Understanding of Public Policy
2. Analysis of Public Policy

#### **UNIT- I: Introduction:**

- a) Nature, Scope and Importance of Public Policy
- b) Evolution of Public Policy and Policy Sciences
- c) Public Policy and Public Administration

#### **UNIT- II: Approaches to Public Policy Analysis**

- a) The Process Approach
- b) The Logical Positivist Approach
- c) The Phenomenological Approach
- d) The Participatory Approach and Normative Approach

#### **UNIT- III: Theories and Process of Public Policy Making**

- a) Theories and Models of Policy Making
- b) Perspectives of Policy Making Process
- c) Institutions of Policy Making

#### **UNIT- IV: Policy Implementation and Evaluation**

- a) Concept of Policy Implementation
- b) Techniques of Policy Implementation
- c) Concept of Policy Evaluation
- d) Constraints of Public Policy Evaluation

#### **UNIT- V: Globalization and Public Policy**

- a) Global Policy Process
- b) Transnational Actors: Impact on Public Policy Making
- c) Impact of Globalization on Policy Making

#### **Select References**

1. Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
2. Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT

3. Bergerson, Peter J. (ed.), (1991), Teaching Public Policy: Theory, Research and Practice, Westport, RI: Greenwood Press
4. Birkland Thomas A., (2005), An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making, Armonk;
5. M.E. Sharpe
6. Brewer, Gary D., and Peter de Leon (1983), The Foundations of Policy Analysis, Homewood, IL.: The Dorsey Press.
7. Dahl, Robert and Charles Lindblom, (1976), Politics, Economics and Welfare, New York, Harper.
8. Dror.Y, (1989), Public Policy making Re-examined, 2nd ed., San Francisco, Chandler.
9. Dye Thomas (2008), Understanding Public Policy, Singapore, Pearson Education
10. Hill Michael, (2005), The Public Policy Process, Harlow, UK; Pearson Education, 5th Edition.
11. Howlett, Michael, and M. Ramesh, (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, OUP, Toronto.
12. Jones, C.O., (1970), An Introduction to the Study of Public Policy, Belmont, Prentice - Hall.
13. Lerner, D. and H.D.Lasswell (eds.), (1951), The Policy Sciences, Stanford, Stanford University Press.
14. Lindblom, C.E., and E.J., Woodhouse, (1993), The Policy making Process, 3rd ed., New Jersey., Prentice - Hall.
15. McCool, Daniel C. (ed.), (1995), Public Policy Theories, Models, and Concepts: An Anthology, NJ: Prentice-Hall.
16. Moran Mitchel and Robert Goodin, (2006), The Oxford Handbook of Public Policy, Oxford University Press, New York.
17. Nachmias, David, (1979), Public Policy Evaluation: Approaches and Methods, New York: St. Martin's Press.
18. Jay M. Shafritz (ed) (1998), International Encyclopedia of Public Policy and Administration, Westview Press.

## 2. INTRODUCTION TO GOVERNANCE

### **Course Objective**

Understanding of Public Policy Principle

#### **UNIT - I: Introduction**

- a) Definitions, Issues and Controversies
- b) Reinventing Government
- c) Reforming Institutions: The State, Market and Public domain

#### **UNIT - II: State and Governance**

- a) Origin and types of State
- b) Democratic State and Democratic Administration
- c) Neo-Liberalism and Rolling Back State
- d) Governance as Government

#### **UNIT - III: Citizen and Governance**

- a) Rule of Law and Human Rights
- b) Accountability

- c) Participation
- d) Representation

#### **UNIT - IV: Techniques of Governance**

- a) Openness and Transparency
- b) Citizen Charter
- c) Social Audit

#### **UNIT - V: Emerging Trends**

- a) Public and Private Governance: An Overview
- b) Market, Civil Society
- c) Information and Communication Technology

#### **Select References:**

1. Bell, S., and Hindmoor, A. (2009) *Rethinking Governance: The Centrality of the State in Modern Society*, Cambridge: Cambridge University
2. Bell, Stephen and Andrew Hindmoor. (2009) *Rethinking Governance: The Centrality of the State in Modern Society*. Cambridge: CUP.
3. Bevir, Mark (2009), *Key Concepts in Governance*, Sage, London.
4. Bevir, Mark, ed. (2010) *The Sage Handbook of Governance*. Thousand Oaks, CA: Sage Publications.
5. Bovaird, Tony and Elke Löffler, eds. (2009) *Public Management and Governance* Second Edition. London: Routledge.
6. Farazmand, Ali and Jack Pinkowski, eds. (2006) *Handbook of Globalization, Governance, and Public Administration*. London: CRC/Taylor
7. & Francis.
8. Hajer, Maarten, and Hendrik Wagenaar (2003) "Introduction." In *Deliberative Policy Analysis: Understanding Governance in the Network*
9. Society, ed. Maarten A. Hajer and Hendrik Wagenaar. Cambridge, UK: Cambridge University Press.
10. Kjaer, A (2004) *Governance*. Cambridge, UK: Polity Press.
11. Kooiman, Jan ed. (1993) *Modern Governance: New Government-Society Interactions*. London: Sage.
12. Kooiman, Jan. (2003) *Governing as Governance*. London: Sage.
13. Morrison, Donald (1945) "Public Administration and the Art of Governance." *Public Administration Review* 5:1: 83-87.
14. Andrews, Matt. (2010) "Good Government Means Different Things in Different Countries." *Governance: An International Journal of*
15. *Policy, Administration, and Institutions* 23:1:7–35.
16. Osborne, Stephen P., ed. *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*. London:
17. Routledge.
18. Peters, B. Guy (1996) *The Future of Governance: Four Emerging Models*, pp. 1-20.
19. Peters, B. Guy, and Jon Pierre (1998) "Governance without Government?: Rethinking Public Administration." *Journal of Public*
20. *Administration Research and Theory* 8 (2): 223-43.

## **STATISTICS & POLICY**

### **Course Objective**

1. Understanding of Statistics
2. Applications to Public Policy
3. Analysis of Public Policy

### **UNIT - I**

- a) Revision of Data Representation,
- b) Central Tendency and Dispersion Kurtosis and Skewness

### **UNIT – II**

- a) Probability- Axioms
- b) Addition and Multiplication rule
- c) Types of probability
- d) Independence of events
- e) probability tree
- f) Bayes’
- g) Theorem

### **UNIT - III**

- a) Concept of Random variable
- b) Probability distribution
- c) Expected value and variance of random variable
- d) conditional expectation
- e) Classical News Paper boys problem (EMV, EVPI)

### **UNIT - IV**

- a) Probability distributions
- b) Binomial
- c) Poisson
- d) Normal

### **UNIT - V**

- a) Sampling distribution

### **UNIT - VI**

- b) Estimation- Point estimation
- c) Interval estimation

### **UNIT - VII**

- a) Hypothesis testing- students t
- b) Chi square,
- c) Z

### **UNIT - VIII**

- a) Analysis of variance  
One way  
Two way

### **UNIT - IX**

- a) Correlation and regression Analysis and significance

### **Text books**

1. Statistics for Management: Richard Levin, David Rubin, Prentice Hall of India
2. Statistics for Managers: Levine, Stephen, Krihbiel, Berenson, Pearson Education
3. Complete Business Statistics: Aczel Sounderpandian, Tata McGraw Hill

### **Reference books**

1. Statistics for Business and Economics: Newbold, Carlson, Thorne, Pearson Education
2. Statistics for Business and Economics: Anderson, Sweeney, Williams, Cengage Learning
3. Data Analysis and Decision Making: Albright, Winston, Zappe, Thomson

## **4. INTERNATIONAL GLOBAL AFFAIRS**

### **Course Objective**

1. Understanding of International Relations
2. Understanding its application to Public Policy
3. International Perspective
4. Futuristic Perspective

### **Unit I: Traditional Theories in IR**

- a) Realisms
- b) Liberalisms
- c) Marxism
- d) International Society/English School

### **Unit II: Emerging Theories in IR: An Introduction**

- a) Critical Theories
- b) Constructivism
- c) Post-Structural Theories

### **Unit III: Strategic Aspects in Indian Foreign Policy**

- a) Defining Strategy
- b) Grand Strategy and Strategic Culture
- c) Strategic Thinking in India-Historical Roots
- d) Ashoka, Mughals and the Colonial India
- e) Classical and Modern Strategic Thinkers in India
- f) Mahabharata, Ramayana and Arthashastra
- g) Nehru, Tagore, Gandhi, Patel, Iqbal, Ambedkar and M.N. Roy
- h) Contemporary Indian Strategic Thinking
- i) Does India think strategically?
- j) Post-Independence Strategic thinkers - KM Panikkar, K. Subramaniam
- k) India and the Nuclear Debate- Disarmament, CTBT, NPT, Nuclear Deal



## **ELECTIVES:**

### **5. INTERNATIONAL LAW AND DIPLOMACY**

#### **Course Objective**

1. International Perspective
2. Futuristic Perspective

**UNIT I:** Public international law

**UNIT II:** UN system

**UNIT III:** International Human Rights law

**UNIT IV:** Arms conflicts law

**UNIT V:** Environmental law

**UNIT VI:** Economic law

**UNIT VII:** Maritime law

**UNIT VIII:** Law and diplomacy

### **6. STRATEGIC CULTURE & THINKERS**

#### **Course Objective**

1. Developing Strategic Perspective/ Mind Set
2. Decision Orientation

**UNIT I:** Strategic Culture of India

**UNIT II:** Strategic Thinker (Chanakya, Sun Tzu, Clausewitz, Jomini, Liddell Hart)

## **Semester II**

### **1. ADVANCE ECONOMICS**

#### **Course Objective**

1. Application to Public Policy
2. Analysis of Public Policy

#### **Unit I: Introduction to Managerial Economics:**

The meaning, scope and methods of Managerial Economics,

Dominic Salvatore model of application of Economics to business decision making.

Scarcity, choice & production possibility curve

#### **Unit II: Consumer Behavior- I:**

Demand, types of demand, factors affecting demand & demand function. Making of linear demand function & linear demand curve.

Law of demand. Consumer's surplus

**Unit III: Consumer Behavior – II:**

Concept of elasticity of demand and its significance for a businessman. Types of Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand, Demand forecasting – features, significance & methods

**Unit IV: Supply – concept of supply,**

factors affecting supply & the law of supply Determination of equilibrium price: effects of changes in demand & supply on equilibrium price

**Unit V: Production Function:** Concept, Isoquant & Isocost analysis

**Unit VI: Laws of returns to scale, economies & diseconomies of scale**

**Unit VII: Revenue Analysis, Cost analysis and break even analysis**

**Unit VIII: Types of markets:**

perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination

**Unit IX: Types of markets:**

perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination

**Unit X: Pricing practices:**

Factors affecting pricing decision. Marginal cost pricing, mark up pricing, transfer pricing, product line pricing, price skimming and penetration price

**Unit XI**

- Profit management
- Role of profits in a market economy
- Nature and measurement of profit, profit policies
- The hypothesis of profit maximization and its alternatives

**Unit XII**

- Demand for capital
- Supply of capital
- Capital Rationing
- Capital Budgeting, Net Present Value(NPV), Internal Rate of Return(IRR).
- Appraising - the profitability of projects

**Unit XIII**

Presentations by students

**Text books**

- 1 Managerial Economics in a Global Economy by Dominick Salvatore
- 2 Managerial Economics by Suma Damodaran
- 3 Microeconomics for Business by Satya P Das

### **Reference books**

- 1 Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th Edition
- 2 Managerial Economics by Milton Spencer and Louis Siegelman
- 3 Managerial Economics: Concepts and Cases by Mote, Paul and Gupta

## **2. INDIAN POLICY & ADMINISTRATION**

### **Course Objective**

1. Understanding Public Policy
2. Analysis of Public Policy
3. Decision Orientation

### **UNIT I: Historical Background**

- a) Evolution of Indian Administration
- b) Socio - Economic, Political and Cultural Context of Indian Administration
- c) Indian Administration: Continuity and Change

### **UNIT II: Constitutional Framework of Government**

- a) Constitutional Context of Indian Administration: Parliament, Executive, Judiciary – structures, functions and work processes
- b) President, Prime Minister and Council of Ministers- Cabinet and Cabinet Committees
- c) Constitutional and other agencies

### **UNIT III: System of Government**

- a) Federal and Unitary Features of the Constitution
- b) Centre-State Relations and Trends in Centre – State Relations
- c) Inter State relations- Emerging Issues and Resolution Mechanism

### **UNIT IV: State Government**

- a) Governor, Chief Minister and Council of Ministers
- b) Secretariat and Directorates
- c) Changing Nature of District Administration and the role of District Collector

### **UNIT V: Constitutional, Statutory and Non-Statutory Authorities**

- a) Election Commission, Finance Commission and Union Public Service Commission; National Commission for Scheduled Caste & National Commission for Scheduled Tribes
- b) Planning Commission, b) National Development Council, National Informatics Center (NIC)
- c) National Human Rights Commission, National Commission for Women, and National Commission for Minorities

### **Select References:**

1. Avasthi and Avasthi (2002), Indian Administration, Laxmi Narain Aggarwal, Agra.
2. Basu, D.D. (2000), Introduction to the Constitution of India, Wadhwa and Company, New Delhi.
3. Fadia and Fadia, Indian Administration (2012), Sahitya Bhavan Publications, Agra.

4. Granville Austin (1999), The Indian Constitution – Corner Stone of a Nation, OUP, New Delhi.
5. Maheswari, S.R. (2001), Indian Administration, Orient Blackswan, Hyderabad
6. Maheswari, S.R. (2004) The Public Service of India: Current Good Practices and New Developments in India, Common Wealth Secretariat.
7. Pylee, M.V (2009), An Introduction to the Constitution of India, Vikas, New Delhi
8. Ramesh K. Arora and Rajni Goyal (2002), Indian Public Administration, Vishwa Parkashan, New Delhi.
9. Sarkar Jadunath (2009), The Mughal Administration, Six Lectures, BiblioLife,
10. Sathe, S.P. (2002), Judicial Activism in India, New Delhi: Oxford University Press.
11. Sibranjjan Chatterjee (1997), Restructuring Centre-State Relations: The Sarkaria Commission and Beyond, Minerva Associates, Calcutta.
12. Subash C. Kashyap (1989), Indian Polity: Retrospect and Prospect, Allahabad University Alumni Association, National Public House
13. Subash C. Kashyap (1994), Our Constitution: An Introduction to India's Constitution and Constitutional Law, National Book Trust, New
14. Delhi.
15. Subash C. Kashyap (1997), Coalition Government and Politics in India, Uppal Publishing House, New Delhi.
16. Subash C. Kashyap (2010), Indian Constitution: Conflicts and Controversies, Vitasta,
17. Tummala K. Krishna (1996), Public Administration in India, Allied Publications, New Delhi.

## **HUMAN RESOURCES MANAGEMENT & LEADERSHIP**

### **Course Objective**

1. Understanding & Analysis
2. Decision Orientation

### **UNIT I: Introduction:**

- a) Human Resource Administration: Importance, Scope and Perspectives
- b) Concept of Meritocracy -Public Service: Concept and Role in Modern State
- c) Public Institutional Theory

### **UNIT II: Classification and Recruitment:**

- a) Man Power Planning, Classification of Services, Competency Mapping
- b) Recruitment: Principles, Methods and Selection Process; Career Planning
- c) Personnel Agencies

### **UNIT III: Training and Development:**

- a) Training: Objectives, Types, Methods, Techniques and Training Needs Assessment
- b) Performance Evaluation – Traditional and Modern methods
- c) Capacity Building- Institutional Building
- d) Promotion, Principles and Practices

### **UNIT IV: Pay and Conditions of Services:**

- a) Pay and Pay Principles
- b) Agencies and Mechanisms for Pay Determination
- c) Conduct, Discipline and Superannuation

## **UNIT V: Concepts and Emerging Trends:**

- a) Neutrality, Anonymity and Integrity
- b) Out Sourcing and Downsizing and Talent Management
- c) Human Resource Accounting and Audit

### **Select References:**

1. Armstrong, Michael (2007), A Handbook of Human Resource Management Practice, Kogan Page, London.
2. Aswathappa K. (2013), Human Resource Management: Text and Cases, McGraw Hill, New Delhi
3. Farazmand , Ali (1994), Handbook of Bureaucracy, Taylor & Francis , New York.
4. Flipppo Edvin B., (1976), Principles of Personnel Management, McGraw-Hill
5. Goel, S.L.& Rajneesh, Shalini(2003), Public Personnel Administration, Deep & Deep, New Delhi
6. Government of India, Second ARC, Tenth Report on ‘Refurbishing of Personnel Administration’
7. Jack Robin, et al (eds) (1994), Handbook of Public Personnel Administration, Taylor & Francis, New York.
8. Jain, R.B.(1994), Aspects of Personnel Administration, IIPA, New Delhi
9. Maheswari, Sriram (2005), Public Administration in India: The higher Civil Service, Oxford University Press, New Delhi
10. Naff , Katherine C., Norma M. Riccucci, (2014) ,Personnel Management in Government: Politics and Process( Seventh Edition), CRC,
11. Taylor & Francis, New York.
12. Riccucci ,Norma(2007), Public Personnel Administration and Labor Relations, M.E. Sharpe, New York.
13. Shafritz, Jay M et.al. (2001), Personnel Management in Government, Marcel Dekker, New York.
14. Stahl O. Glenn (1983), Public Personnel Administration, Harper & Row.
15. Tead , Ordway (1920), Personnel Administration, University of California Libraries.

## **RESEARCH METHODOLOGY**

### **Course Objective**

1. Analysis of Public Policy
2. Design of Public Policy

**UNIT I:** Introduction to Research

**UNIT II:** Research Problem and Formulation of Research Hypotheses

**UNIT III:** Research Design

**UNIT IV:** Primary and Secondary Data

**UNIT V:** Attitude Measurement and Scaling

**UNIT VI:** Questionnaire Design

**UNIT VII:** Sampling and Data Processing

**UNIT VIII:** Univariate and Bivariate Analysis of Data

**UNIT IX:** Testing of Hypotheses

**UNIT X:** Chi-square Analysis

**UNIT XI:** Analysis of Variance

**UNIT XII:** Research Report Writing and Ethics in research

**UNIT XIII:** Presentation / Report

## **ELECTIVES:**

### **18. COST & FINANCIAL MANAGEMENT ACCOUNTING**

#### **Course Objective**

1. Analysis of Public Policy
2. Design of Public Policy
3. Strategic Mind-Set
4. Decision Orientation

**UNIT I:** Introduction to Cost and Management Accounting Distinction and relationship among financial accounting, cost accounting and management accounting Role of Cost in decision making Analysis and classification of cost.

**UNIT II:** Elements of cost - Materials, Labour and Overheads Allocation and apportionment of overheads.

**UNIT III:** Preparation of Cost Sheet

**UNIT IV:** Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing.

**UNIT V:** Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing.

**UNIT VI:** Budgeting and Budgetary Control Concept of budget, budgeting and budgetary control, Types of budget.

**UNIT VII:** Standard Costing and Variance Analysis

**UNIT VIII:** Responsibility Accounting and Transfer Pricing

**UNIT IX:** Activity Based Costing & Activity Based Management

**UNIT X:** Target Costing

**UNIT XI:** Lifecycle Costing

**UNIT XII:** Environmental Costing

**UNIT XIII:** Service Costing

#### **Text Books**

- 1 Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster
- 2 Management Accounting – Robert Kaplan, Anthony A. Atkinson
- 3 Cost and Management Accounting – Ravi. M. Kishore

## **Reference Books**

- 1 Management Accounting for profit control – I. W. Keller, W. L. Ferrara
- 2 Accounting & Finance for Managers – T P Ghosh
- 3 Management Accounting – Paresh Shah – Oxford Publications
- 4 Cost Accounting – Jawaharlal and Seema Srivastava
- 5 Management and Cost Accounting – Colin Drury

## **POLICY ANALYSIS**

### **Course Objective**

1. Analysis of Public Policy

### **UNIT- I: Theoretical Perspectives**

- a) Policy Cycle Framework
- b) Policy Process Network
- c) Political Feasibility

### **UNIT- II: Types of Policy Analysis**

- a) Empirical, Normative Policy Analysis
- b) Retrospective/Prospective Analysis
- c) Prescriptive and Descriptive Analysis

### **UNIT- III: Actors in Policy Analysis**

- a) Government Institutions
- b) International Donor Agencies
- c) Multinational and Transnational Agencies
- d) Media and Civil Society

### **UNIT- IV: Techniques**

- a) Cost Benefit Analysis
- b) Management by Objectives (MBO)
- c) Operations Research
- d) Programme Evaluation and Review Technique (PERT) & Critical path Method (CPM)

### **UNIT- V: Constraints on Public Policy**

- a) Economic Constraints on Public Policy
- b) Political Feasibility: Interests and Power
- c) Institutional Constraints on Policy
- d) Social and Cultural Factors: Constraining and Enabling Policy Reversals

### **Select References**

1. Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
2. Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.
3. Bardach, Eugene (1977), The Implementation Game: What Happens After a Bill Becomes a Law, Cambridge, MA: MIT

4. Barker, Anthony, and B. Guy Peters (eds.), (1993), *The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge*
5. *for Public Policy*, Ithica, NY: University of Pittsburgh Press.
6. Bergerson, Peter J. (ed.), (1991), *Teaching Public Policy: Theory, Research and Practice*, Westport, RI: Greenwood Press
7. Dye Thomas (2008), *Understanding Public Policy*, Singapore, Pearson Education
8. Gerston Larry N.,(2004), *Public Policy Making: Process and Principles*, Armonk, M.E.Sharpe
9. Hill Michael, (2005), *The Public Policy Process*, Harlow, UK; Pearson Education, 5th Edition.
10. Howlett, Michael, and M. Ramesh, (1995), *Studying Public Policy: Policy Cycles and Policy Subsystems*, OUP, Toronto.
11. Jay M. Shafritz (ed) (1998), *International Encyclopedia of Public Policy and Administration*, Westview Press
12. John, Peter, (2012), *Analysing Public Policy*, 2nd ed., Routledge, Taylor and Francis Group, London.
13. Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3rd ed., New Jersey., Prentice - Hall.
14. McCool, Daniel C. (ed.), (1995), *Public Policy Theories, Models, and Concepts: An Anthology*, NJ: Prentice-Hall.
15. Michael Howlett and M.Ramesh (2003), *Studying Public Policy*, (Ontario: Oxford University Press),
16. Moran Mitchel and Robert Goodin, (2006), *The Oxford Handbook of Public Policy*, Oxford University Press, New York.
17. Pal, Leslie A., (1992), *Public Policy Analysis: An Introduction*, 2nd ed. Toronto: Nelson.
18. Xun Wu et.al (2013), *The Public Policy Primer*, Routledge, London

### **Semester III**

#### **1. PUBLIC FINANCIAL GOVERNANCE**

##### **Course Objective**

1. Understanding and analysis of financial institutions
2. International perspective

##### **UNIT- I: Introduction**

- a) Public Finance: Evolution, Meaning and Scope
- b) Public Revenue: Meaning, Need, Classification and Principles of Revenue
- c) Public Expenditure: Meaning, Need and Classification

##### **UNIT- II: Budget and Governance**

- a) Public Budget: Meaning, Purpose and Significance
- b) Budget Preparation, Enactment and Execution
- c) Types of Budget: Line-Item Budget, Performance Budget, PPBS and Zero –Based Budgeting
- d) Gender Budget, Green Budget and Sun Set Legislation

##### **UNIT- III: Financial Management in India**

- a) Fiscal Federalism- Center State Financial Relations, Distribution of Resources



- b) Finance Commission – Composition, Powers, Functions and Role
- c) Fiscal Management: Public Debt and Deficit Financing
- d) Monetary Policy and Fiscal Policy

#### **UNIT- IV: Tax Governance**

- a) Tax Governance in India
- b) Principles of Taxation and Tax Administration in India
- c) Priorities for Improving Tax Governance

#### **UNIT- V: Control over Finances**

- a) Accounting and Audit Reforms in India
- b) Types of Audit- Internal and External Audit- Standards of Public Accounting
- c) Parliamentary Financial Committees and Comptroller & Auditor General of India

#### **Select References:**

2. Brigham Eugene F. (2011), Financial Management : Theory and Practice, Cengage Learning India.
3. CABRI/OECD (2008) Survey of budget practices and procedures. OECD.
4. Campos E & Pradhan S (1995) Budgetary institutions and expenditure outcomes. Washington DC: World Bank.
5. Carlos , Santiso(2009) The Political Economy of Government Auditing, Taylor and Francis
6. Chen Greg G et. al (Eds) (2008), Budget Tools: Financial Methods in the Public Sector, CQ Press.
7. Government of India, Second Administrative Reforms Commission, Fourteenth Report, Strengthening Financial Management, Systems,
8. April 2009.
9. L.K.Jha (1986), Economic Administration in India – Retrospect's and Prospect, New Delhi: IIPA
10. Lee Robert D. Jr., et al (Eds) (2007), Public Budgeting Systems, Jones & Bartlett Learning.
11. Mahajan Sanjeev Kumar and Anupama Puri Mahajan (2014), Financial Administration in India, PHI Learning, Delhi
12. Mikesell,John ( 2010), Fiscal Administration, Cengage Learning.
13. Pritchard W (2010) Taxation and state building: Towards a governance focused tax reform agenda. IDS Working Paper
14. R.K. Lekhi and Joginder singh(2013), Public Finance, Kalyani Publishers, New Delhi.
15. Rabin Jack, W. Bartley Hildreth, Gerald J. Miller (2006) Handbook of Public Financial Management, Taylor & Francis Group.
16. Sharma M.K. (2006), Financial Administration, Anmol Publications, New Delhi.
17. Steppan J. Beiley (1995), Public Sector Economics: Theory, Policy and Practice, London
18. Wang Xiaohu (2010), Financial Management in the Public Sector: Tools, Applications, and Cases, M. E. Sharpe.
19. World Bank (2007) Strengthening World Bank group engagement on governance and anticorruption. Washington DC

## **20. CONTOURS OF PUBLIC POLICY I**

### **Course Objective**

1. Understanding of concepts
2. International perspective
3. Futuristic perspective

**UNIT I:** Water Policy

**UNIT II:** Environmental Policy

**UNIT III:** Security Policy

## **21. GLOBALISATION AND PUBLIC POLICY**

### **Course Objective**

1. Global perspective
2. Analysis of policy
3. Futuristic perspective

### **UNIT- I: Introduction**

- a) Neo-Liberalism and Public Policy-New World Order
- b) Reforming Institutions: The State, Market and Public domain
- c) Globalization of Economic Activity

### **UNIT- II: Globalization and Public Policy: An Analytical Framework**

- a) Interdependence: Challenges to External Sovereignty
- b) Globalization: Challenges to Internal Sovereignty
- c) Global Public Policy

### **UNIT- III: Pioneers in Global Public Policy**

- a) Global Financial Markets
- b) Global Crime and Public Policy
- c) Trade in a Globalizing Industry

### **UNIT- IV: The New Bureaucracy**

- a) Quality Assurance – New Occupation
- b) Organizations and Accountability
- c) Corporate Lobby Groups in the Policy Process

### **UNIT- V: Emerging Trends**

- a) Learning Organizations
- b) Network Organizations
- c) Business Process Reengineering

### **Select References**

1. Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston,Houghton
2. Ashford, Doug (ed.), (1992), History and Context in Comparative Public Policy, Ithaca, NY: University of Pittsburgh Press.

3. Bardach, Eugene (1977), *The Implementation Game: What Happens After a Bill Becomes a Law*, Cambridge, MA: MIT
4. Barker, Anthony, and B. Guy Peters (eds.), (1993), *The Politics of Expert Advice: Creating, Using, and Manipulating Scientific Knowledge*
5. for Public Policy, Ithica, NY: University of Pittsburgh Press.
6. Barzelay, Michael (1992), *Breaking Through Bureaucracy: A New Vision for Managing in Government*, UCP, Berkeley, CA
7. Bergerson, Peter J. (ed.), (1991), *Teaching Public Policy: Theory, Research and Practice*, Westport, RI: Greenwood Press
8. Birkland Thomas A., (2005), *An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making*, Armonk;
9. M.E. Sharpe
10. Dye Thomas (2008), *Understanding Public Policy*, Singapore, Pearson Education
11. Fischer, Frank, (1995), *Evaluating Public Policy* Chicago: Nelson Hall.
12. John, Peter, (2012), *Analysing Public Policy*, 2nd ed., Routledge, Taylor and Francis Group, London.
13. Lerner, D. and H.D.Lasswell (eds.), (1951), *The Policy Sciences*, Stanford, Stanford University Press.
14. Lindblom, C.E., and E.J., Woodhouse, (1993), *The Policy making Process*, 3rd ed., New Jersey., Prentice - Hall.
15. McCool, Daniel C. (ed.), (1995), *Public Policy Theories, Models, and Concepts: An Anthology*, NJ: Prentice-Hall.
16. Michael Howlett and M.Ramesh (2003), *Studying Public Policy*, (Ontario: Oxford University Press),
17. Moran Mitchel and Robert Goodin, (2006), *The Oxford Handbook of Public Policy*, Oxford University Press, New York.
18. Nachmias, David, (1979), *Public Policy Evaluation: Approaches and Methods*, New York: St. Martin's Press.
19. Sabatier. Paul.A, (1999), *Theories of Policy Process*, West view Press, Colarado, USA.
20. Travers, Max (2007), *The New Bureaucracy, Quality Assurance and it Critics*, university of Bristol, Bristol
21. Xun Wu et.al (2013), *The Public Policy Primer*, Routledge, London

## **SOCIO ECONOMIC THEORIES OF SOCIAL CHANGE**

### **Course Objective**

1. Decision orientation
2. Strategic Mind-Set

### **UNIT I: Change Management**

### **UNIT II: Geographic, Biological, Economic and Cultural change**

## **ELECTIVES:**

### **22. POLICY AND DESIGN THINKING**

#### **Course Objective**

1. Decision orientation
2. Futuristic perspective
3. Designing Public Policy

**UNIT I:** Application of Design Thinking

#### **DEFENCE POLICY**

#### **Course Objective**

1. Global perspective
2. Understanding and analysis

**UNIT I:** Defence Organisation

**UNIT II:** Strategic Studies

**UNIT III:** Wars India Fought

## **Semester IV**

### **1. PROJECT MANAGEMENT**

#### **Course Objective**

1. Understanding, analysis and design
2. Decision orientation

#### **UNIT I: Overview of Project Management:**

Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR.

#### **UNIT II: Project Planning:**

Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts.

#### **UNIT III: Project scheduling and Risk Management:**

Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.

#### **UNIT IV: Project Organization:**

Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.

**UNIT V: Earned value analysis:**

‘S’ curve, Cost and schedule performance indices using network, Revised estimates of cost and time.

**UNIT VI: Financial analysis:**

Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income-expenditure and balance-sheet.

**UNIT VII:** Computer applications and Software’s for Project Management.

**UNIT VIII:** Project Management Cases.

**Text books**

- 1 Project Planning estimation and assessment by Prasanna Chandra
- 2 Project Management: The Managerial Process by Gray and Larson 3E Tata McGraw-Hill
- 3 Quantitative Techniques in Management by N D Vohra

**Reference books**

- 1 Project Management Managerial Emphasis by Meredith and Mantel

**2. STRATEGIC FORESIGHT & DECISION MAKING**

**Course Objective**

1. Futuristic
2. Decision Orientation
3. Strategic Mind-set

**UNIT I:** VUCA World

**UNIT II:** Scenario Planning

**UNIT III:** Strategic Forsign

**3. CONTOURS OF PUBLIC POLICY II**

**Course Objective**

1. Understanding concepts
2. International perspective
3. Futuristic

**UNIT I:** Economic Policy

**UNIT II:** International Relation Policy

**UNIT III:** Defence Policy

**4. STATE, MARKET & SOCIETY**

**Course Objective**

1. Analysis and design
2. Strategic perspective

**UNIT- I: Introduction**

- a) State and Social Theory
- b) Classical and Contemporary Perspectives
- c) State, Government and Governance

**UNIT- II: Social Justice**

- a) Social Justice & Inclusion: Concept and Philosophy
- b) Exclusion and Denial: A Critical Inquiry
- c) Equity and Inclusion
- d) Affirmative Action and Inclusion: The Global Experience

**UNIT- III: Social Development**

- a) Policy for Inclusive Development: Growth with Equity
- b) Changing Norms of Social Equity and Participation
- c) Social Participation: Issues of Gender, Weaker Sections and Environment

**UNIT- IV: Social Policies at Global Level**

- a) MDGs and HDI: The Global Targets
- b) Refugees and Migrants
- c) Human Trafficking

**UNIT- V: Emerging Trends**

- a) Growing Role of Civil Society Organizations
- b) Democratic People's Struggles: Case Studies
- c) Ethical Concerns in Social Policy Making

**Select References:**

1. Baldock John, et al, (2011), Social Policy, Oxford University Press.
2. Bochel , Hugh and Guy Daly (2014), Social Policy, Routledge.
3. Dev , Mahendra (2008), Inclusive Growth in India, Oxford Collected Essays.
4. Kennedy , Patricia (2013)Key Themes in Social Policy, Routledge.
5. Morales Daniel A. Gomez (1999), Transnational Social Policies, IDRC/CRDI
6. Miller , David (1976), Social Justice, Clarendon Press ,Oxford
7. Naila, Kabeer (2006), Social Exclusion and the MDGs.The Challenge of 'Durable Inequalities' in the Asian Context, Institute of
8. Development Studies and Overseas Development Studies Institute.
9. Sah , D.C. & Y. Sisodia (2004), Tribal Issues in India, Saujanya Books, Jaipur.
10. Sharma Arvind (2005),Reservation and Affirmative Action: Models of Social Integration in India and the United States, Sage.
11. Sen , Amartya (2009), The Idea of Justice, Allen Lane & Harvard University Press.
12. Sen , Amartya (2000), Social Exclusion: Concept, Application and Scrutiny, Social Development Papers No.1. Asian Development Bank.
13. Thorat, Sukhadeo & Narendra, Kumar(2008), In Search of Inclusive Policy: Addressing Graded Inequality, Rawat Publications, New Delhi & Jaipur.
14. Thorat, Sukhadeo and Umakant (2004), Caste, Race and Discrimination – Discourses in International Context, Indian Institute of Dalit

15. Studies and Rawat Publishers, New Delhi and Jaipur.
16. Thorat, Sukhadeo, Aryama and Prashant Negi (Eds.) (2005), Reservation and Private Sector-Quest for Equal Opportunity and Growth, Rawat Publications, Jaipur.
17. Rawat Publications, Jaipur.
18. Yadav, Sushma, (2006), Social Justice: Ambedkar's Vision, IIPA, New Delhi.
19. Valerian Rodrigues (Ed.) (2002), The Essential Writings of B.R. Ambedkar, Oxford University Press, New Delhi.
20. Yadav, Sushma (2010), Reservation and Inclusive Growth: Theme Paper for 54th Member's Annual Conference, IIPA, New Delhi.
21. Verma, Vidhu (2012), Non-discrimination and Equity in India: Contesting boundaries of social justice, Routledge.

## **ELECTIVES:**

### **5. E-GOVERNANCE**

#### **Course Objective**

1. Understanding concepts
2. Decision orientation

#### **UNIT- I: Introduction**

- a) Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structures and institutions)
- b) Meaning, Scope and Importance of e-Governance (Meaning, Definitions, Scope, and Importance of e-Governance)
- c) Evolution of e-Governance (Evolution of Computer and Internet – Application to Administrative Systems)

#### **UNIT – II: Concepts**

- a) Theories of e-Governance (Six perspectives and Six theories)
- b) Models of e-Governance (The General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model)
- c) National E-Governance Plan

#### **UNIT – III: Applications**

- a) e-Governance in Rural Development
- b) e-Governance in Urban Administration
- c) e-Governance in Economic Development

#### **UNIT – IV: Cases**

- a) e-Literacy: Akshaya in Kerala
- b) Electronic Citizen Services: A Comparative outlook
- c) Digitalization of Land Records Administration: Bhoomi in Karnataka
- d) Automizing District Administration: The e-district project

#### **UNIT– V: Issues**

- a) e-Readiness
- b) Digital Divide (Gender, Geographical, Economical, Social and Political)

- c) e-Governance – Critical Factors (Technology, People, Process, Resources, Infrastructure, Nature of PPP models)
- d) e- Governance: Issues and Challenges (Resistance to Change, Laws, Skills, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms)

**Select References:**

1. Bellamy, Christine, and John, A., Taylor, (1998), Governing in the Information Age, Buckingham, Open University Press.
2. Bhatnagar, S.C. (2004) E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi.
3. Bhatnagar, S.C. (2009) Unlocking E-Government Potential: Concepts, cases and practical insights, Sage Publications, New Delhi.
4. Bouwman, Harry, and et.al., (2005), Information and Communication Technology in Organisations, Sage Publications, London.
5. Heeks, R. (2006) Implementing and Managing eGovernment: An international text, Sage
6. Marchionini, G., (1995), Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge,
7. USA.
8. Michael E. Milakovich, (2012), digital governance - New Technologies for improving Public Service an Participation, Routledge, Taylor
9. and Francis group, New York.
10. Pardhasaradhi, Y. (et.al) (2009), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi.
11. Satyanarayana, J, (2004), E-Government: The Science of the possible, PHI Learning Pvt Ltd, New Delhi.

**6. RURAL AND URBAN POLICY**

**Course Objective**

1. Understanding, analysis and design of policy

**UNIT I: Introduction**

- a) Democracy, Development and Decentralization
- b) Rural Development: Perspectives
- c) Rural Policies and Strategies in India
- d) Rural Development and Panchayath Raj

**UNIT II: Rural Institutions - Panchayat Raj**

- a) Panchayat Raj in India – An Evaluation
- b) Reforms in Panchayat Raj (73rd CAA and after)
- c) Panchayat Raj in Jammu & Kashmir
- d) e-Panchayats

**UNIT III: Resources and Development**

- a) Rural Credit and Cooperatives
- b) Self – Help Groups
- c) Technical Assistance in Rural Governance



#### **UNIT IV: Rural Development Programmes and Agencies**

- a) Rural Development Programmes: IRDP, SGSY & MGNREGA
- b) Governance in Tribal and Scheduled Areas
- c) Village Administration: Stake Holder Committees

#### **UNIT V: Issues in Rural Governance**

- a) Land Reforms
- b) Rural Unrest: Caste, Class and Gender
- c) Governing Elite and Rural Social Change
- d) Bureaucracy

#### **UNIT VI: Urbanization and Urban Strategies**

- a) Urbanization Trends and Challenges
- b) Good Urban Governance – Concept and Principles
- c) Urban Policies and Strategies

#### **UNIT VII: Urban Governance**

- a) ULBs - Forms and Functions -Councils and Committees
- b) Municipal Finance Framework & Municipal Financial Management
- c) Metropolitan Governance
- d) Recent Trends in Urban Governance: e-Governance

#### **UNIT VIII: Urban Poverty**

- a) Concept, Trends and, Strategies
- b) Urban Poverty Programmes
- c) Urban Housing
- d) Institutional arrangement for urban poverty reduction

#### **UNIT IX: Administration of Urban Services**

- a) Administration of Development Programmes
- b) Water supply, drainage, sewerage, sanitation
- c) Urban Transportation
- d) Urban Environment

#### **UNIT X: Accountability and Civic Engagement**

- a) Accountability
- b) Civic Engagement
- c) Urban Knowledge Management
- d) Urban Futures and Challenges

#### **Select References:**

1. Chambers, Robert (1998), Rural Development: Putting the Last First, Harlow: Longman.
2. Deaton, Angus and Valerie Kozel (eds.) (2005), The Great Indian Poverty Debate, Macmillan India Ltd., New Delhi.
3. Sengupta Chandan and Stuart, Corbridge (eds) (2010), Democracy, Development and Decentralisation in India, Routledge, New Delhi.
4. Bardhan, P. & D. Mookherjee eds. (2007), Decentralisation and Local Governance in Developing Countries: A Comparative Perspective,
5. Oxford University Press, New Delhi.

6. Deshpande, R.S. and Saroj Arora (eds) (2010), *Agrarian Crisis and Farmer Suicides*, Sage, New Delhi.
7. Dreze, Jean, and Reetika Khera (2011), *The Battle for Employment Guarantee*, Oxford University Press, New Delhi.
8. Fraser, Thomas G. (ed) (2013), *India's Rural Transformation and Development: Issues, Processes and Direction*, Suryodaya Books, New
9. Delhi.
10. Katar Singh (2008), *Rural Development: Principles, Policies and Management*, Sage, New Delhi
11. Kumar, Girish (2006), *Local Democracy in India: Interpreting Decentralization*, Sage, New Delhi.
12. Nawani, N.P. (2006), *District Administration: Theory and Practice*, Publications Division, Ministry of I&B, New Delhi.
13. Palanithurai, G. and R Ramesh (2011), *Globalization and Rural Development*, Jain Books, New Delhi
14. Planning Commission Government of India (2013), *Twelfth Five Year Plan (2012-17) especially Volume II Chapter 17: Rural*
15. *Development*, Sage Publications, Delhi.
16. Shah, Mihir, Neelakshi Mann and Varad Pande (eds) (2012), *MGNREGA Sameeksha*, Orient Black Swan, New Delhi.
17. Sharma, Vipin (ed) (2013), *State of India's Livelihoods Report 2012*, Sage, New Delhi.
18. Tankha, Ajay (2012), *Banking on Self-Help Groups: Twenty Years On*, Sage, New Delhi.
19. The World Bank (2010), *Of Taps & Toilets: Evaluating Community Demand – Driven Projects in Rural India*, The World Bank, South Asia
20. Region, Washington, D.C.
21. Tiwari, Ramesh Kumar (2011), *Human Rights and Law: Bonded Labour in India*, Cambridge University Press, New Delhi
22. Aziz Abdul (ed.), (1996), *Decentralised Governance in Asian Countries*, Sage New Delhi.
23. Baud, Isa S A, J De Wit (2009), *New Forms of Urban Governance in India: Shifts, Models, Networks and Contestations*, SAGE Publications.
24. Bhattacharya , Mohit (1976), *Management of Urban Government in India*, Uppal, New Delhi
25. Burns, Danny et. al. (1994), *The Politics of Decentralisation: Revitalizing Local Democracy* Macmillan, London,
26. Chaturvedi T.N. and Abhijit Datta (1984), *Local Government* , IIPA, (New Delhi.
27. Devas Nick(2004) ,*Urban Governance Voice and Poverty in the Developing World*, Routledge.
28. Maheshwari, S.R. (2003), *Local Government in India*, Lakshmi Narain Aggarwal, Agra.
29. Oakley Peter (1991), *Projects with People: The Practice of Participation in Rural Development* , I.L.O., Geneva.
30. Oakley Peter, et. Al (1984), *Approaches to participation in Development* , I.L.O., Geneva.
31. Pierre , Jon (2011), *The Politics of Urban Governance: Rethinking the Local State*, Palgrave MacMillan.
32. Prasad , R N(2007), *Urban Local Self-Government in India ; With Reference to North-Eastern States*, Mittal Publications.
33. Rao , C. Nagaraja (2007),*Accountability of Urban Local Governments in India*, Atlantic, New Delhi

- 34.** Sivaramakrishanan K.C., et. al. (1993), Urbanisation in India: Basic Services and People's Participation, ISS, New Delhi