

Model Curriculum for Three/Four Year Degree Course  
(With Multiple Entry/Exit Option)  
Based on NEP-2020

# Public Administration



**Odisha State Higher Education Council, Bhubaneswar**

**Government of Odisha**

## Contents

- 1. Structure and Regulation.....**
- 2. Core Courses (4 Credits each).....**
- 3. Multidisciplinary Courses.....**  
*(3 courses to be chosen from baskets of Multidisciplinary for Semester-I/II/III with 3 credits each)*
- 4. Ability Enhancement Courses.....**  
*(Odia and English are the compulsory courses under Semester-I/II respectively with 4 Credits each)*
- 5. Skill Enhancement Courses (SEC).....**  
*(3 courses to be chosen from baskets of SEC for Semester-I/II/III respectively with 3 credits each)*
- 6. Value Added Courses.....**
  - a. Environmental Studies and Disaster management compulsory under Semester-I with 3 Credits**
  - b. 3 courses to be chosen from baskets of VAC for Semester-III/V/VI with 3 credits each**
- b. Summer Vocational Course .....**  
*(Students may opt for vocational courses after 2<sup>nd</sup> Semester and 4<sup>th</sup> Semester for Certificate Course or Diploma Course respectively with 4 credit each)*

## Core- I

## Semester-I

### An Introduction to Public Administration

**Course Outcomes:** Students will be able to

- To define the concept of public administration and the basic principles of the discipline.
- To explain the difference between Public Administration and Private Administration.
- To know evolution of the discipline and approaches to study Public Administration.
- To understand about organizations in public administration.

#### Unit 1: Introduction

- Public Administration: Meaning, Nature, Scope & Significance
- Evolution of the Discipline
- Public Administration and Private Administration

#### Unit 2: Approaches to the study of Public Administration

- Classical Approach: Historical, Legal, Bureaucratic
- Modern Approach: Behavioral, System, Ecological

#### Unit 3: Organisations and Public Administration

- Formal and informal, Government and Non -Government organizations
- Line, Staff, and Auxiliary Agencies

#### Unit 4: Principles in Public Administration

- Hierarchy, Unity of Command, Span of Control, Coordination
- Centralization and Decentralization
- Supervision and Delegation

#### Textbooks:

- ✓ *"Public Administration: Concepts and Theories"* by Prof. Ramesh K. Arora and Prof. Rajni Goyal (Publisher: New Age International)
- ✓ *"Public Administration in India: Theories and Practices"* by Dr. Mohit Bhattacharya (Publisher: Prentice-Hall of India)
- ✓ Rumki Basu (2004), *Public Administration: Concepts and Theories*, Sterling Publishers Pvt. Ltd., New Delhi
- ✓ Mohit Bhattacharya (1997) *Restructuring Public Administration*, Jawahar Book Centre, New Delhi.
- ✓ Bidyut Chakravorty (2013), *Public Administration*, Sage, New Delhi.
- ✓ Amita Singh 2002, *"Public Administration: Roots and Wings"* Galgotia Publishers, New Delhi
- ✓ L.D. White (1948) *Introduction to the study of Public Administration*, New Delhi, Macmillan Publication.

**Reference books:**

- ✓ "Modern Public Administration: Theories and Practices" by Padma Ramachandran (Publisher: PHI Learning Private Limited)
- ✓ "Public Administration: Trends, Issues, and Practices" by Dr. B.L. Fadia and Dr. Kuldeep Fadia (Publisher: Sahitya Bhawan Publications)
- ✓ "Public Administration: Concepts and Cases" by Prof. Hoshiar Singh and Dr. Meenu Agrawal (Publisher: McGraw-Hill Education)
- ✓ Dr. Vishnoo Bhagawan, Dr. Vidya Bhusan, Dr. Vandana Mohala: Public Administration, S.Chand Publishing Ltd.

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/25454/1/Unit-1.pdf>
- [https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S000030PU/P000179/M016465/ET/146588976315et.pdf](https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000030PU/P000179/M016465/ET/146588976315et.pdf)

## Core-II

## Classical Administrative Theory

**Course Outcome:** Students will be able to

- Understand what the classical theories to public administration are.
- To analyse how public administration functions as a form of organization.
- To understand why and how theory matters in shaping the purpose of public administration as a discipline.
- To introduce how the classical theoretical construct matters in public administration.

### Unit 1: Introduction to Administrative Theory

- Public administration as a discipline and Organisational Theory
- Development and growth of administrative theory
- Scope and significance

### Unit 2: Bureaucratic Theory

- Max Weber's Bureaucratic Theory
- Characteristics and principles of Bureaucratic Theory

### Unit 3: Administrative Management theory

- Principles of Administration and management theory H. Fayol
- General Principles of Administration L. Gullick and L. Urwick

### Unit 4: Scientific Management Theory

- The context of Scientific Management
- Application of Scientific Management in Organisations

### Text Books:

- ✓ *Henry, Nicholas. 2004. Public Administration and Public Affairs. Upper Sadle River, N.J.: Pearson.*
- ✓ *Sahni, Pradeep and E. Vayunandan. 2009. Administrative Theory. New Delhi: Prentice-Hall.*
- ✓ *"Principles of Administrative Management" by P. N. Ravnish and D. P. Tripathi (Publication: Himalaya Publishing House)*
- ✓ *S. K. Aggarwal and Shashi Gupta "Administrative Theory and Practice", Vikas Publishing House*

### Reference Books:

- ✓ *"Administrative Thinkers" by Prasad and Prasad (Publication: Sterling Publishers)*
- ✓ *"Public Administration in India" by Rumki Basu (Publication: New Central Book Agency)*
- ✓ *"Organization Theory and Public Administration" by S. L. Goel (Publication: Deep & Deep Publications)*

- ✓ *"Indian Administration" by Maheshwari S. R. (Publication: Macmillan Publishers)*
- ✓ *"Public Personnel Administration in India" by Gulshan S. Sachdeva (Publication: Rawat Publications)*

**E- Resources:**

- <https://www.egyankosh.ac.in/bitstream/123456789/53910/1/Unit%20-%203.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/25444/1/Unit-4.pdf>

## Semester-II

### Core-III

## Contemporary Administrative Theory

**Course Outcomes:** Students would be able to

- Introduce various contemporary administrative theories to students. An understanding of these theories enables students to aware about the critical and alternative theoretical response towards organizational change and adaptation in recent times.
- Make distinction among various administrative theories on the basis of classical and contemporary framework.

### Unit 1: Contemporary Administrative Theories

- Identity Crisis of Public Administration as a context of Emergence,
- New Public Administration, New Public Management and Good Governance

### Unit 2: Neoclassical and Modern Theories:

- Human Relations theory
- Decision-Making Model
- Open System Model

### Unit 3: Democratic and Market based Theories

- Public Choice Theory
- New Public Service

### Unit 4: Critical Theories

- Prismatic Model
- Feminist Perspective

### Text Books:

- ✓ *Avasthi and Maheswari, "Public Administration", Agra, Laxmi Narayan Agarwal, 1988.*
- ✓ *RumkiBasu, "Public Administration: Concepts and Theories" New Delhi, Sterling Publishers, 2011.*

### Reference Books:

- ✓ *Marc Holzer and Richard W. Schwester (2011) Public Administration : An Introduction, New Delhi : PHI Learning*
- ✓ *Mohit Bhattacharya (1998) New Horizons of Public Administration, New Delhi : Jawahar Publisher*

**E- Resources:**

- <https://www.drishtias.com/to-the-points/paper4/good-governance-2>
- <https://egyankosh.ac.in/bitstream/123456789/12197/1/Unit-2.pdf>
- <https://epathashala.ac.in/>



## Core IV

### Administrative Thinkers – I

**Course Outcomes:** Students will be able to

- To provide the students a basic understanding of the development of administrative thought.
- To help the students know the development of administrative situation in different era.
- To help the students develop an understanding of various paradigms in administration.
- Understand the administrative philosophy given by different administrative thinkers
- Gain knowledge of administrative practices and problems in different periods of history.

#### Unit-I:

Kautilya, Max Weber

#### Unit-II:

F.W Taylor, Woodrow Wilson

#### Unit-III:

Henry Fayol, C.I. Barnard

#### Unit-IV:

L. Gullick, L. Urwick

#### Text Books:

- D. Ravindra Prasad, V.S Prasad, P. Sathiyararayana, Parthasarathy: Administrative Thinkers, Sterling Publications, New Delhi, 2010
- Rajesh Chauhan: New Thinkers in Public Administration Contents and Views, Book Enclave Jaipur, 2013.

#### Reference Books:

- S. K. Chatierjee: Administrative Theory, New Delhi, Surjeet Publications, 2011.
- Dr. N.K. Singh: Public Administration Research and Practice, ALP Books, New Delhi, 2015.
- Dr. Chandra Prakash: Public Administration: Policy, Politics and Practice, Astha Publishers, Delhi, 2015

#### E- Resources:

- <https://egyankosh.ac.in/handle/123456789/57591>
- <https://epathashala.ac.in/bitstream/123456789/63756/1/Block-4.pdf>

**Semester-III**  
**Comparative Public Administration**

**Course Outcomes:** Students will be able to

- Provide a basic understanding about the necessity and significance of comparison in public administration
- Inform students about the relevant themes of public administration which could be taken as focus of comparison across different countries
- Discuss political and administrative system of selected case studies of developed and developing countries in a comparative perspective
- Learn the relevance of comparison as a method and its applicability in the study of public administration
- Understand what and how comparison needs to be conducted on the political and administrative system of selected developed and developing countries.

**UNIT 1: Introduction**

- Comparative Public Administration: Meaning, Nature, Scope and Significance
- Approaches to the study of comparative public administration

**UNIT 2: Comparative Public Administration: Emergence and Recent Trends**

Genesis of Comparative Public Administration as a study and Role of Comparative Administrative Group, Section for International and Comparative Administration (SICA); Bureaucracy as a focus of comparison and the ecological context.

**UNIT 3: Political and Administrative System in Developed Countries**

- Political and Administrative System U.S.A.
- Political and Administrative System U.K.

**UNIT 4: Political and Administrative System in Developing Countries**

- Political and Administrative System India
- Political and Administrative System China

**Text Books:**

- VishnooBhagwan, VidyaBhushan (1998), World Constitutions, Sterling Publisher Private Limited.
- Anup Chand Kapur and K.K Mishra, (2020), Select Constitutions, S.Chand Publishing Company.

**Reference Book:**

- ✓ *Ferrel Hardy, (2001), Public Administration: A Comparative Perspective, Marcel Dekker, USA*
- ✓ *Robert L. Maddex (1995), Constitutions of the World, Cq Press, 1995.*

- ✓ *U.N. Gupta (2009), Select World Constitutions, Atlantic Publishers, New Delhi.*
- ✓ *Ramesh K. Arora (1998), Comparative Public Administration, Associated Publishing House.*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/78049/3/Block-1.pdf>
- <https://epathashala.ac.in/bitstream/123456789/78055/3/Unit-2.pdf>

## Core VI

### Administrative Thinkers – II

**Course outcomes:** Students will be able to

- To provide the students a basic understanding of the development of administrative thought.
- To help the students know the development of administrative situation in different era.
- To help the students develop an understanding of various paradigms in administration.
- Understand the administrative philosophy given by different administrative thinkers
- Gain knowledge of administrative practices and problems in different periods of history

**Unit 1:**

Herbert Simon, Elton Mayo

**Unit 2:**

Karl Marx, M K Gandhi

**Unit 3:**

M P Follett, Chris Argyris

**Unit 4:**

Abraham Maslow, Peter Drucker

**Text Books:**

- D.Ravindra Prasad, V.S Prasad, P. Sathiyararayana, Parthasarathy: Administrative Thinkers, Sterling Publications, New Delhi, 2010
- Rajesh Chauhan: New Thinkers in Public Administration Contents and Views, Book Enclave Jaipur, 2013.

**Reference Books**

- S.K. Chatierjee: Administrative Theory, New Delhi, Surjeet Publications, 2011.
- Dr. N.K. Singh: Public Administration Research and Practice, ALP Books, New Delhi, 2015.
- Dr.ChandraPrakash: Public Administration: Policy, Politics and Practice, Astha Publishers, Delhi, 2015.

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/19182/1/Unit-12.pdf>
- <https://epathashala.ac.in/bitstream/123456789/58455/1/Unit8.pdf>

## Core VII

### Indian Administration

**Course outcomes:** Students will be able to

- To provide students a basic understanding of the evolution of Indian Administration
- To help students to gain knowledge about structural and functional dynamics of Indian administration.
- Know the evolutionary period of Indian Administration.
- Define the concept of the fundamental rights and duties of Indian Citizens

#### UNIT 1: Evolution of Indian administration

- Genesis of Indian Administration
- Government of India Act(s) of 1909, 1919, 1935.

#### UNIT 2: Salient Features of Indian Constitution

- Fundamental Rights - its features and limitations
- Directive Principles of State Policy
- Fundamental Duties

#### UNIT 3: Federal Structure in India

- Centre-state relations: Legislative, Administrative and Financial

#### UNIT 4: Union Administration

- Central Secretariat, Cabinet Secretariat,
- Prime Minister's Office (PMO)

#### Text Books:

- ✓ *B.L. Fadia and Kuldeep Fadia, (2014) "Indian Administration" Sahitya Bhawan, Agra;*
- ✓ *Bidyut Chakrabarty, Prakash Chand, (2016), "Indian Administration: Evolution and Practice", SAGE Publications, New Delhi;*

#### Reference Books

- ✓ *Amita Singh, (2005), Administration Reforms, Sage Publications, New Delhi*
- ✓ *Kuldeep Mathur, (2015), Government to Governance, National Book Trust*
- ✓ *Hoshiar Singh and Pankaj Singh (2011), Indian Administration, Pearson, Delhi.*
- ✓ *S.R. Maheswari (2011), Indian Administration, New Delhi, Orient Longman.*
- ✓ *Pratap Bhanu Mehta & Nirja Gopal Jayal (2011), The Oxford Companion to Politics in India, Oxford University Press, New Delhi.*
- ✓ *Padmalaya Mahapatra, (2013), "Indian Administration: Central – State – District", Gyanayuga, Bhubaneswar*

**E- Resources:**

- <https://bnwjournal.com/2020/12/03/the-government-of-india-act-1909-1919-and-1935/>
- <https://www.studyiq.com/articles/salient-features-of-constitution-of-india/>
- <https://www.drishtijudiciary.com/to-the-point/ttp-constitution-of-india/centre-state-relations>
- <https://egyankosh.ac.in/bitstream/123456789/19094/1/Unit-8.pdf>

## Core VIII

## Semester-IV State Administration

**Course outcomes:** Students will be able to

- To help the students to understand the relation between Centre and state in Indian federation.
- To gather knowledge about the structural and functional dynamics of State administration.
- Understand the functioning of executive and administrative institutions in a state.
- Explain the structure and function of administrative institutions at state and district level.

### UNIT 1: Introduction to State Administration

- Overview of State Administration
- Structure of State Administration

### UNIT 2: Executive Power at the State Level

- Role and Responsibilities of the Governor and Chief Minister
- Role of State Cabinet

### UNIT 3: State Administration in Odisha

- Line Departments in Odisha
- Chief Secretary, State Secretary and Different departments

### UNIT 4: District Administration

- Structure of District administration
- Role of District Collector and Block Development Officer

### Text Books:

- ✓ *B.L. Fadia and Kuldeep Fadia (2014), Indian Administration, Sahitya Bhawan, Agra..*
- ✓ *Bidyut Chakrabarty, Prakash Chand (2016), Indian Administration: Evolution and Practice, SAGE Publications, New Delhi.*

### Reference Books:

- ✓ *Kuldeep Mathur, (2009), Policy-Making in India: Who Speaks? Who Listens?, Hindustan Publishing corporation.*
- ✓ *Hoshiar Singh and Pankaj Singh (2011), Indian Administration, Pearson, Delhi.*
- ✓ *S.R. Maheswari (2011), Indian Administration, New Delhi, Orient Longman.*
- ✓ *Pratap Bhanu Mehta & Nirja Gopal Jayal (2011), The Oxford Companion to Politics in India, Oxford University Press, New Delhi.*
- ✓ *Padmalaya Mahapatra (2013), Indian Administration: Central – State – District, Gyanayuga, Bhubaneswar*

**E- Resources:**

- <https://www.egyankosh.ac.in/bitstream/123456789/69442/3/Block-1.pdf>
- <https://forumias.com/blog/polity/state-executive/>
- <https://odisha.gov.in/>
- <https://unacademy.com/content/upsc/study-material/public-administration/district-administration/>



## Core IX

### Rural Governance

**Course outcomes:** Students will be able to

- To provide the student a basic understanding of rural administration in India.
- To help the students to know about the structure and functions of Panchayati Raj institutions.
- Understand the functioning of administrative institutions at rural level in a state.
- Gain knowledge of the functioning of administration at grass root level.

#### UNIT 1: Introduction to Local Self-Government

- Necessity of Local Governance, Evolution of Local Self Government in India
- Salient Features of 73rd Constitutional Amendment Act, and rural governance

#### UNIT 2: Structure of Rural Governance

- Structure and function of Gram Sabha, Role of Gram Sevak,
- Gram Panchayat: Structure, Functions and Sources of Finance

#### UNIT 3: Implementation of Rural Development Programmes

- PanchayatSamiti: Structure, Functions and sources of Finance;
- ZillaParishad: Structure, Functions and sources of Finance.

#### UNIT 4: Implementation of Rural Development Programmes

- SarvaSikshyaAbhiyan, MGNREGA
- National Health Mission,
- Rural development programmes for Housing and Sanitation

#### Text Books:

- ✓ *KuldeepMathur (2013), Panchayati Raj, Oxford, New Delhi.*
- ✓ *BijoyiniMohanty (2012), Glimpses of Local Governance, Kunal Books.*

#### Reference Books

- ✓ *SriramMaheswari (1971), Local Government in India, Orient Longman*
- ✓ *Manoj Sharma (2004) Local Government- Rural and Urban, Anmol Publications, New Delhi.*
- ✓ *B.N. Ahuja, S.S. Chhabra (1993), Panchayati Raj, Surjeet Publications, New Delhi.*

#### E- Resources:

- <https://byjus.com/free-ias-prep/panchayati-raj/>
- <https://www.drishtiiias.com/important-institutions/drishti-specials-important-institutions-national-institutions/panchayati-raj-institution-pri>
- <https://sirdodisha.nic.in/download/FPO.pdf>
- <https://byjus.com/free-ias-prep/mgnrega/>

## Core X

### Introduction to Public Policy

**Course Outcomes:** students will be able to

- Understanding the basic concepts such as public policy, nature, types and approaches.
- Knowledge about the Public policy process and the role of stake holders.
- Explain the basic concepts such as public policy, significance in governance.
- Get knowledge about the steps of the Public policy process and the role of stakeholders.

#### UNIT - I Introduction:

- Public Policy: Concept, types, Significance and Scope.
- Public Policy Approaches

#### UNIT – II – Public Policy Making:

- Meaning, Nature & significance
- Structures and Process of Policy Making

#### UNIT-III Role of Various stakeholders in Public Policy Making

- Role of Legislature, Executive, Judiciary at the Central and State
- Role of other Stakeholders: Political Parties, Interest Groups, Mass Media

#### UNIT - IV – Sectoral Public Policies in India:

- Economic Policy
- Education Policy
- Health Policy
- Environment Policy

#### Text Books:

- ✓ *Sapru, R K (2011) Public Policy: Art and Craft of Policy Analysis. (2<sup>nd</sup> Edition). Prentice Hall of India: New Delhi*
- ✓ *Anderson, J E (2005) Public Policy Making (6th Edition). Houghton Mifflin: New York*
- ✓ *Ayyar, Vaidyanathan R V (2009) Public Policy Making in India. Pearson: New Delhi*
- ✓ *Chakraborti, Rajesh (2017) Public Policy in India. Oxford University Press: New Delhi*

#### References:

- ✓ *Chakraborty, Bidyut and Chand, Parkash (2016) Public Policy: Concept, Theory and Practice. Sage: New Delhi*
- ✓ *Dye, Thomas (2002) Understanding Public Policy. Pearson: Singapore /New*
- ✓ *Madan, K D (1982) Policy Making in Government. Publications Division, Government of India: New Delhi*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/76651/1/Unit-1.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/76653/1/Unit-3.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/19367/1/Unit-19.pdf>
- <https://www.drishtias.com/daily-updates/daily-news-analysis/initiatives-under-national-education-policy-2020>

**Course Outcomes:** Students will be able to

- To provide an overview of organizational and personnel behaviour.
- To make students understand the processes of decision making, motivation and leadership functions in different organizations.
- Understand different concepts and dynamics related to organizational system, behaviour.
- Identify steps to motivate employees in the perspectives of the theories of motivation.
- Understand significance of leadership for the interest and benefit of the organization.

**UNIT 1: Introduction**

- Meaning, nature and scope of Organizational behaviour
- Various aspects of decision-making and Dynamics of Organizational Development

**UNIT 2: Making of decisions in an organization**

- Meaning and different stages of decision-making process,
- Types of decision, Models of decision-making

**UNIT 3: Motivation and Communication in an organization**

- Motivation, Meaning, theories and Process of Motivation
- Communication: Meaning, Principles, Types and Process of Communication

**UNIT 4: Dynamics of Leadership**

- Meaning, Styles and Functions of leadership,
- Theories of Leadership and Qualities of a good leader

**Text Books:**

- ✓ *Aswathappa K, (2016), Organisational Behaviour, Himalaya Publishing House, Mumbai.*
- ✓ *NiranjanPani (2009), Management Concepts: Organizational Behaviour, Human Resource Management, Kunal Books, New Delhi.*

**Reference Books:**

- ✓ *Fred Luthans (2000), Organisational Behaviour, M.C. Graw- Hill, New York.*
- ✓ *L.M. Prasad (2014), Organisational Behaviour, Sultan Chand & Sons, New Delhi.*
- ✓ *S.S. Khanka (2011), Organisation Behaviour, S. Chand and Company Ltd., New Delhi.*
- ✓ *Kimberly D. Elsbach, Anna Kayes & D. Chris Kayes (2016), Contemporary Organizational Behavior, Pearson, Delhi.*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/8949/1/Unit-1.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/7370/1/Unit-8.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/26376/1/Unit-12.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/88404/1/Unit-8.pdf>

## Core XII

### Financial Administration

**Course Outcomes:** The students will be able to

- To enable the students to have basic knowledge of the financial system of India.
- To help students to learn how finance administration is conducted in the country.
- To guide students to understand the process of budget-making in India
- Understand the dynamics of budget preparation in India.
- Gain knowledge about the role of finance ministry and different institutions.

#### UNIT 1: Dynamics of Financial Administration

- Financial Administration, meaning and forms of accounting, Principles of accounting in India, power and functions of Controller General of Accounts (CGA) in India
- Auditing: definition and types, nature of auditing in India,
- power and functions of Comptroller and Auditor General of India (CAGI)

#### UNIT 2: Budget System in India

- Budget: Concept and types
- Budgetary Process in India: Preparation, Passing and Execution.

#### UNIT 3: Financial Institutions in India

- Role of Finance Ministry: Composition and Functions
- Role and Functions of Reserve Bank of India
- Estimates Committee, Public Accounts Committee and Committee on Public Sector Undertakings , Finance Commission

#### UNIT 4: Financial Accountability

- Audit, Accounts: definition and types, nature of auditing in India,
- power and functions of Comptroller and Auditor General of India (CAGI)

#### Text Books:

- ✓ *S.L. Goel, (1999), "Financial Administration and Management", New Delhi, Sterling Publishers Private Limited*
- ✓ *D.M. Mithani,(2018), "International Economics", Himalaya Publishing House*

#### Reference Books

- ✓ *Sahib Singh & Swinder Singh, Public Personnel and Financial Administration, New Academic Publishing Co., Jalandhar.*
- ✓ *Sanjeev Kumar Mahajan (2014), Financial Administration in India, PHI Learning.*
- ✓ *M.J.K. Thavaraj (2014), Financial Administration in India, Sultan Chand & Sons, New Delhi.*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/82414/1/Unit-2.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/76663/1/Unit-6.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/82425/1/Unit-8.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/19324/1/Unit-23.pdf>

## Core XIII

### PUBLIC PERSONNEL ADMINISTRATION

**Course outcomes:** Students will be able to

- Provides an overview of public personnel administration in India.
- To help students able to understand the structure, functions of civil service in India.
- To understand the processes of recruitment and training for civil servants in country.
- To help students to know the rights, duties and privileges of the civil servants.
- Understand the concepts related to public personnel administration.
- Identify the training for professional development of employees. .

#### UNIT 1: Introduction to Public Personnel Administration

- Meaning, objectives, scope
- Significance of public personnel administration

#### UNIT 2: Civil Service in India

- Civil service- Definition, Types and Position Classification, code of conduct
- Recruitment: Meaning, Methods of recruiting civil servants in India
- Composition and functions of Union Public Service Commission and State Public Service Commission

#### UNIT 3: Dynamics of Personnel Development

- Training: Meaning, Role and Objectives, Types, Techniques of training
- Training Institutions in India
- Promotion: Meaning, Types, Principles and Promotion in India, Transfer

#### UNIT 4: Personnel Welfare

- Employees' Welfare: Pay and Service Conditions; Allowances
- Leave, Retirement Benefits and Rights and privileges of Civil Servants,
- Accountability and neutrality of civil servants in India

#### Text Books:

- ✓ *Rajesh K. Jha (ed) (2012), Public Personnel Administration, Pearson, New Delhi.*
- ✓ *Bata K. De (1991), Personnel Administration in India: Retrospective Issues, Prospective Thought, Uppal publications, New Delhi.*

#### Reference Books

- ✓ *W. Procter Arthuer (2017), Principles of Public Personnel Administration, Forgotten Books, London.*
- ✓ *R.D Aggarwal (2015), Dynamics of Personnel Management in India, Tata McGraw Hill Publishing Company, New Delhi.*
- ✓ *S.L. Goel (1984), Public Personnel Administration, Sterling, New Delhi.*



- ✓ *Jack Robin, Thomas Vocina, W Bartley Hildreth & Gerald J. Miller (1995), Handbook of Public Personnel Administration, Marcel Dekker Inc., New York.*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/19258/1/Unit-1.pdf>
- <https://www.jeywin.com/wp-content/uploads/2010/03/Optional-Public-Administration-10-Civil-Services-in-India.pdf>

## Management: Concepts and Principles

**Course Outcomes:** Students will be able to

- To enable the students to study the evolution of management.
- To study the Fundamentals and principles of management.
- To learn the application of the principles in an organization.
- Understand of managerial Fundamentals.
- Explain planning, Organizing, directing and controlling.
- Have knowledge about recent trends in management.

### Unit-I: Introduction

- Meaning, nature and scope of Management,
- Principles and Levels of Management, Management and Administration

### Unit-II: Management Functions

- Planning, Organizing, Directing, Controlling

### Unit- III: Management Control

- Controlling Principles, Process
- Techniques of Controlling

### Unit-IV: Emerging trends in Management

- Strategic Management, Change Management, Total Quality management,
- Technology Management, Corporate Social responsibility.

### Text Books:

- ✓ *Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.*
- ✓ *Harold Koontz & Heiny Wehrich, Essentials of Management, Tata McGraw Hill Education, New Delhi.*
- ✓ *T.Ramasamy Principles of Management, Himalaya Publishing House, Mumbai.*
- ✓ *L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons*

### Reference Books:

- ✓ *Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications*
- ✓ *P.C. Tripathi & P.N. Reddy Principles of Management, Tata McGraw-Hill Education, New Delhi.*
- ✓ *Singh, "Principles and Practices of Management and Organizational Behaviour, Sage Publication.*

✓ *Ganguly, Principles of Management, Cengage Publications.*

**E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/13289/1/Unit-1.pdf>
- <https://byjus.com/commerce/functions-of-management/>
- <https://ebooks.inflibnet.ac.in/mgmt05/chapter/controlling-process-and-types/>
- <https://svu.edu.in/emergingtrendsingmt.html>

## Core XV

### Welfare Administration

**Course Outcomes:** Students will be able to

- To help the students to understand the concept of welfare administration.
- To help the students gather knowledge about the structural and functional dynamics of institutions engaged in social welfare administration
- Understand the diverse perspectives on development adopted by nations.
- Knowledge of the goals and strategies of development adopted by India

#### UNIT 1: Introduction

- Welfare administration, Diverse perspectives on social welfare,
- distinction between Social welfare and development Administration
- Universal Declaration of Human rights as basis of social welfare

#### UNIT 2: Dynamics of Welfare administration in India

- Central Social Welfare Board and State Social Welfare Boards
- Human Rights Commissions: National-Level and State-Level

#### UNIT 3: Welfare Services in India

- A critical analysis of provisions and implementation of National Health Mission,
- Right to Education Act, 2009
- Welfare, Development, Empowerment of women in India,
- National Commission for Women

#### UNIT 4: Welfare Programmes in India

- Welfare Programme -1 for Scheduled Caste (SC), Scheduled Tribe (ST), and Minorities: National Commission for Scheduled Castes, National Commission for Scheduled tribes
- Welfare Programmes -2 for Other Backward Class (OBC) and Socially & Educationally Backward Classes (SEBC), National Commission for OBC

#### Text Books:

- ✓ *Dr. D.R. Sachdeva (2013), Social welfare Administration in India, KitabMahal.*
- ✓ *V.A. PaiPanandikar (1974), Development Administration in India, Macmillan, New Delhi.*

#### Reference Books

- ✓ *Jean Dreze, (2016), Social Policy, New Delhi: Orient Black Swan*
- ✓ *KuldeepMathur, (2015), Public Policy and Politics in India: How Institutions Matter, Oxford India;*
- ✓ *Vijay Kumar K.(2012), Right to Education Act 2009: Its Implementation as to Social Development in India, Akansha Publishing House, Delhi.*

- ✓ *NavneetaRath, (2014) Gender and Society, Mayur Publications*
- ✓ *S.K. Jena (2003), Rural Sociology, Elegant Publications, Bhubaneswar.*

**E- Resources:**

- <http://www.ignou.ac.in/upload/Bswe-003%20Block-2-UNIT-6-small%20size.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/87764/1/Unit-11.pdf>
- <https://accountabilityindia.in/blog/know-your-scheme/>

## Public Policy And Administration In India

**Course Outcome:** Students will be able to

- An introduction to the interface between public policy and administration in India.
- To deal with issues of decentralization, financial management,
- To study citizens and administration and social welfare from Indian perspective.
- To understand the interface between public policy and administration in India.
- To explain the relationship between citizen and administration

### UNIT-I:

Public Policy i) Definition, characteristics ii) Public Policy Process in India

### UNIT-II:

- Decentralization: Meaning, significance, types and approaches to decentralization.
- Local Self Governance: Rural and Urban

### UNIT-III:

- Budget: Concept and Significance of Budget,
- Budget cycle in India, Types of Budgeting
- Concept and Approaches of Social Welfare.
- Social Welfare Policies: Education: Right to Education, Health: National Health Mission, Food: Right to Food Security, Employment: MNREGA

### UNIT-IV: Citizen and Administration Interface

- Public Service Delivery System;
- Redressal of Public Grievances: RTI, Lokpal,
- Citizens' Charter and e-Governance

### Text Books:

- ✓ *Bidyut Chakrabarty, (2007) 'Reinventing Public Administration: The Indian Experience', Orient Longman,*
- ✓ *Henry, N. (1999) 'Public Administration and Public Affairs', New Jersey, Prentice Hall*
- ✓ *Jean Drèze and Amartya Sen, (1995) 'India, Economic Development and Social Opportunity', Oxford, Oxford University Press.*
- ✓ *Vasu Deva, (2005) 'E-Governance in India: A Reality', Commonwealth Publishers.*
- ✓ *Vijaya Kumar, (2012) 'Right to Education Act 2009: It's Implementation as to Social Development in India', Delhi: Akansha Publishers.*

### Reference Books:

- ✓ *Anderson, (1975) 'Public Policy Making', New York, Thomas Nelson and sons Ltd.*
- ✓ *Gabriel Almond and Sidney Verba, (1965) 'The Civic Culture', Boston, Little Brown.*
- ✓ *J.Dreze and AmartyaSen, (1997) 'Indian Development: Selected Regional Perspectives', Oxford, Clareland Press*
- ✓ *Jayal, N.G (1999) 'Democracy and the State: Welfare, Secular and Development in Contemporary India', Oxford, Oxford University Press.*
- ✓ *Jugal Kishore, (2005) National Health Programs of India: National Policies and Legislations, Century Publications.*
- ✓ *M. Howlett, M. Ramesh, and A. Perl, (2009), 'Studying Public Policy: Policy Cycles and Policy subsystems', 3rd edition, Oxford University Press, New Delhi*
- ✓ *NoorjahanBava, (2001) 'Development Policies and Administration in India', Delhi, Uppal Publishers.*
- ✓ *R. Putnam, (1993) 'Making Democracy Work', Princeton University Press.*
- ✓ *T. Dye, (2002) 'Understanding Public Policy', New Delhi, Pearson*
- ✓ *United Nation Development Programme, (1997) 'Reconceptualising Governance', New York*
- ✓ *Y. Dror, (1989) 'Public Policy Making Reexamined'. Oxford, Transaction Publication.*

### E- Resources:

- <https://egyankosh.ac.in/bitstream/123456789/19329/1/Unit-1.pdf>
- <https://www.nextias.com/blog/government-budgeting/>

## Core XVII

### Urban Governance

**CourseOutcomes:** Students will be able to

- To provide the student a basic understanding of urban development in India.
- To help the students understand the dynamic relation between state and urban local bodies in Indian federation.
- To help the students gather knowledge about the structural and functional dynamics of various urban local bodies in India.
- To understand the functioning of administrative institutions at local level in a state.
- To gain knowledge of the functioning of administration at grass root level in urban areas.
- To understand the structural and functional dynamics of administrative institutions at district level for urban development.

#### **UNIT 1: Historical context of urban governance in India**

- Meaning of urbanization, growth and problems of urbanization, necessity and evolution of Urban Local Government in India
- Salient Features of 74<sup>th</sup> Constitutional Amendment Act of 1992, women and urban governance

#### **UNIT 2: Structure and functions of urban governance**

- Municipal Corporation (Mahanagar Nigam): Composition, Functions, Sources of Finance Mayor and Deputy Mayor: Power, Functions and Position
- Municipality (Nagar Palika): Composition, Functions and sources of finance, Notified Area Council (Nagar Panchayat): Composition, functions and sources of finance, Women's participation in urban local bodies

#### **UNIT 3: Various aspects of urban development in India**

- Urban Development Programmes for Education, Employment and Health
- Salient features of SMART City programme and Swatcha Bharat Mission

#### **UNIT 4: Changing profile of urban governance in India**

- Problems and Prospects of Urban Local Administration
- People's Participation in Urban Local Administration

#### **Text Books:**

- ✓ *SriramMaheswari (1971), Local Government in India, Orient Longman.*
- ✓ *BijoyiniMohanty (2012), Glimpses of Local Governance, Kunal Books*



**Reference Books:**

- ✓ *Manoj Sharma (2004), Local Government - Rural and Urban, Anmol Publications Pvt. Ltd, New Delhi.*
- ✓ *Sharda Chopra (2005), Dynamics of Municipal Administration, Surjeet Publications, Delhi.*

**E- Resources:**

- ✓ <https://www.drishtias.com/daily-updates/daily-news-editorials/urban-local-government-in-india>
- ✓ [https://cag.gov.in/uploads/download\\_audit\\_report/2016/Chapter\\_3\\_An\\_Overview\\_Of\\_Urban\\_Local\\_Bodies\\_of\\_Report\\_Report\\_No.8\\_of\\_2016\\_Local\\_Bodies\\_Governmen\\_t\\_of\\_Odisha.pdf](https://cag.gov.in/uploads/download_audit_report/2016/Chapter_3_An_Overview_Of_Urban_Local_Bodies_of_Report_Report_No.8_of_2016_Local_Bodies_Governmen_t_of_Odisha.pdf)
- ✓ [https://www.lkouniv.ac.in/site/writereaddata/siteContent/202004160626024405UTK\\_ARSH\\_MISHRA\\_urban\\_development.pdf](https://www.lkouniv.ac.in/site/writereaddata/siteContent/202004160626024405UTK_ARSH_MISHRA_urban_development.pdf)
- ✓ <https://rnlkwc.ac.in/pdf/anudhyan/volume1/Urban-Local-Government-in-India-Challenges-and-Prospects-Dr-Annapurna-Nanda.pdf>

## Core XVIII

### Research Methodology

**Course Outcomes:** Students will be able to

- To help students to learn how to develop scientific research designs in the study of public administration.
- To guide students to understand the previous research in their field of interest and review them to arrive at a research problem
- To help students understand the logic of hypothesis testing in both quantitative and qualitative research.
- Review the related research papers to find out a research problem and relevant hypotheses
- Understand the various instruments of data collection
- Learn the use of statistical techniques for interpretation of data, Referencing styles to write reports

#### **UNIT 1: Introduction to Social Science Research**

- ✓ Research: Meaning, Objectives, Methods vs. Methodology. Features of Scientific Research
- ✓ Different stages of Research
- ✓ Ethics in Research – An Brief Overview

#### **UNIT 2: Research design and Hypothesis**

- Identifying the Research Problem, Hypothesis – its definition and types
- Types of Research Design and Characteristics

#### **UNIT 3: Methods of data Collection**

- Sources of Data: Primary vs. Secondary Data, methods of data collection-questionnaire and schedule, interview; participant and non-participant observation
- Types of Sampling Design, Characteristics of a good Sample Design

#### **UNIT 4: Data Analysis and Report writing**

- Research Reports: Structure, Components and Types, Characteristics of a Good Research Report,
- Bibliography and its Significance, APA referencing style

#### **Text Books:**

- ✓ *O. R. Krishnaswamy (2013), Methodology of Research in Social Sciences, Himalaya Publishing House.*
- ✓ *Ranjit Kumar (2011), Research Methodology: A Step by Step Guide for Beginners, SAGE Publications India Pvt Ltd.*

**Reference Books:**

- ✓ *BalajiSathya Narayanan (2014), Research Methodology - A Theoretical Approach, Laxmi Publications Pvt. Ltd, Delhi.*
- ✓ *S.K. Mangal (2013), Research Methodology in Behavioural Sciences, Prentice Hall of India. C.R. Kothari (1990), Research Methodology, New Age International Publisher, New Delhi.*

**E- Resources:**

- <https://www.uou.ac.in/sites/default/files/slm/BHM-503T.pdf>
- <https://www.vedantu.com/physics/hypothesis>
- <https://byjus.com/maths/data-collection-methods/>
- <https://egyankosh.ac.in/bitstream/123456789/31641/1/Unit-1.pdf>

## Core XIX

### PUBLIC SYSTEM MANAGEMENT

**Course Outcomes:** Students will be able to

- Introduce the new paradigm of Public System Management with its design and operation of public services.
- Enable the students the traditional practice of public administration and the changing discourse on development.
- Get an idea on operational aspect of public service system.
- An understanding on the relevance of transparency in this process.

#### Unit-I:

- Public Systems Management: Concept, Nature, Scope and characteristics,
- Distinctiveness of Public system Management

#### Unit-II:

- Social & Political Context of Public system Management Concept of Governance,
- Inter governmental Relations in governance

#### Unit-III:

- Strategic Management Information System, Responsiveness in Public system
- Management-Accountability

#### Unit-IV:

- Transparency & Right to Information Empowerment,
- Networking and inter-institutional Coordination

#### Text Books:

- ✓ *BidyutChakrabarty&MohitBhattacharya (Eds), 2003, Public Administration: A Reader, Oxford University Press, New Delhi*
- ✓ *AlakaDhameja (Ed), "Contemporary Debates in Public Administration", New Delhi, 2003.*

#### Reference Books:

- ✓ *Ramesh K. Arora (Eds.), 2004, Public Administration: Fresh Perspectives, Aalekh Publishers, Jaipur*
- ✓ *BidyutChakravorty, "Public Administration in a Globalized World", New Delhi, Sage*

#### E- Resources:

- <https://www.edutry.com/Study-material/M-A-Public-Administration/Public-Systems-Management>
- <https://egyankosh.ac.in/bitstream/123456789/25658/1/Unit-10.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/25637/1/Unit-20.pdf>
- <https://bootpoot.tech/what-is-strategic-management-information-system-and-its-characteristics/>

## E-GOVERNANCE

**Course Outcome:** Students will be able to

- To educate the students in the role ICT in developing administration and citizen services.
- To get a practical understanding on application of technology to ensure public service accountability.

### **Unit-I:**

E-Governance: Concept and significance, Information and Communication Technology: Concepts and Components

### **Unit-II:**

ICT: Roles and Applications, Role of ICT in Administration and Rural Development

### **Unit-III:**

E-Learning: Role of ICT in Education and Training, Delivery of Citizen Services: Role of ICT, Role of ICT in Local Governance

### **Unit-IV:**

Information Policy: RTI Act 2005 E-Commerce, ICT implementation in Governance: Issues and Challenges Citizen-Government Interface

### **Text Books:**

- ✓ *Budhiraja, Renu (2001) 'Electronic Governance — A Key Issue in the 21st Century',*
- ✓ *Ministry of Information Technology, India.*
- ✓ *Government of India (2001a) E-Governance. Ministry of Personnel, Public Grievances and*
- ✓ *Pensions.*
- ✓ *Bhatnagar, Subhash, 2004, E-government: From Vision to Implementation A Practical Guide with Case Studies, Sage, New Delhi*

### **Reference Books:**

- ✓ *Gupta, MP, Prabhat, Kumar, and Jaijit, Bhattacharya, 2004, Government Online Opportunities and Challenges, Tata McGraw-Hill Publishing Company Ltd., New Delhi*
- ✓ *Problems of IT for India', Working Paper No. 6. Manchester: Institute for Development Policy and Management, University of Manchester.*
- ✓ *Jaju, Sanjay, E-Governance Projects and Experiments at National level, in E-Governance*

### **E- Resources:**

- <https://egyankosh.ac.in/bitstream/123456789/25880/1/Unit-1.pdf>
- <https://www.jetir.org/papers/JETIR1406016.pdf>
- <https://egyankosh.ac.in/bitstream/123456789/25873/1/Unit-8.pdf>
- <https://blog.ipleaders.in/the-right-to-information-act-and-e-governance-in-india/>

**Course Outcomes:** Students will be able to

- To study ethics and values in smooth functioning of public administration system.
- To manage public resources based on the needs of a specific town, state or country.
- To understand the different levels of ethics in governance.
- To know the role of ethics in governance.

**Unit-I:**

Introduction to Ethics in Public Administration: Meaning and Relevance, Evolution of Ethical Concerns in Administration, Significance of ethics in Public Administration, Issue of Ethics: Foci and Concerns, Code of Administrative Ethics, Dimensions of Ethics and key concepts, Future Perspective of ethics in Public Administration

**Unit –II:**

Administrative theories of ethics and governance, Governance and ethics in Public services, Philosophical Ethics

**Unit –III:**

Understanding Governance and ethics of Governance, Models of Ethical Decision Makings, Principles of Ethical Governance, Nature of work ethics. Public/ Civil Services values and ethics in Public Administration. Ethical Issues in Public services, Committees on Ethics in Administration.

**Unit-IV:** Code of Conduct, Code of Ethics, Importance and Rules of Code of Conduct and integrity for Public/ Civil Services, Social Responsibility and Good Governance in Public Administration.

**Text Books:**

- ✓ *Dhameja, Alka, Role of Ethics in Public Administration*
- ✓ *Eric K. Austin, Administrative Theory of Ethics*
- ✓ *Ramesh K Arora, Ethics, Integrity and Values in Public Service*

**Reference Books:**

- ✓ *Patrick J. Sheeran, Ethics in Public Administration: A Philosophical Approach*
- ✓ *Dean Geuras, Practical Ethics in Public Administration*

**E- Resources:**



- [https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S000030PU/P000179/M016457/ET/14658894297et.pdf](https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000030PU/P000179/M016457/ET/14658894297et.pdf)
- [https://www.researchgate.net/publication/305622271\\_Administrative\\_Theory\\_of\\_Ethics](https://www.researchgate.net/publication/305622271_Administrative_Theory_of_Ethics)
- [https://www.anzam.org/wp-content/uploads/pdf\\_manager/2213\\_NICHOLSON\\_GAVIN.PDF4](https://www.anzam.org/wp-content/uploads/pdf_manager/2213_NICHOLSON_GAVIN.PDF4)
- <https://www.investopedia.com/terms/c/code-of-ethics.asp>

## Development Administration

**Course Outcomes:** Students will be able to

- This course gives an idea about the diverse perspectives on Development Administration.
- It examines various development strategies and how Indian bureaucracy is facilitator towards it.
- Identify the context of Development in Indian society as a developing state.
- Understand on how Indian bureaucracy has acted both as a facilitator and collaborator.

### Unit-I:

Development Administration: Conceptual Analysis, Development Administration and Administrative Development, Features of Developed and Developing Countries, Structural Adjustment Programme, Changing profile of Development Administration.

### Unit-II:

Various Development Strategies, Mixed Economy Model, Goals of Development

### Unit-III:

Decentralization and Development, Planning: National and State and District, Mechanisms of Development Administration in India: Self-Help Group (SHG), Displacement for Development and Rehabilitation Policy.

### Unit-IV:

Bureaucracy and Development, Role of NGOs, Cooperatives and Specialized Development Agencies.

### Text Books:

- ✓ *R.K. Sapru, "Development Administration", New Delhi, Sterling Publishers, 2014.*
- ✓ *MohitBhattacharya, "Development Administration", Kolkata, World Press, 1979.*

### Reference Books:

- ✓ *V.A. PaiPanandikar (ed) "Development Administration in India", New Delhi, Macmillan, 1974.*
- ✓ *S.A. Palekar, "Development Administration*

### E- Resources:

- <https://egyankosh.ac.in/bitstream/123456789/19222/1/Unit-1.pdf>
- <https://www.investopedia.com/terms/m/mixed-economic-system.asp>
- <https://www.undp.org/sites/g/files/zskgke326/files/migration/mz/Decentralization-and-District-Development.pdf>

- <https://cepr.org/voxeu/columns/bureaucracy-and-development>

## **Tribal Administration**

**Course Outcomes:** Students will be able to

- To discuss different administrative strategies undertaken by the government
- To describe the government initiatives towards tribal development in India.
- Identify the different tribe in India.
- Understand on how various development initiatives has been taken by the government for tribal welfare.

### **Unit-I:**

Tribal Development Strategies: Phases of Isolation, Assimilation and Integration, Tribal Development through Five Year Plans: - ITDP, MADA

### **Unit-II:**

Constitutional Provisions for Schedule Tribes, Tribal Development Programmes: Its Implementation, Problem and Challenges

### **Unit-III:**

Tribal Development Institutions: Tribal Development Commissioner, TDCCOL, LAMP, THRTI.

### **Unit- IV:**

Role of NGOs in Tribal Development, Need for Tribal Participation in Development and Inclusive Growth, Role of Tribal in Forest Development and Afforestation

### **Text Books:**

- ✓ *Singh AK 1999. Tribal Development in India. 2nd Edition. New Delhi: Classical Publishing Co.*
- ✓ *Singh Sakendra Prasad 1983. Development programmes for the tribal: Need for new approach. The Indian Journal of Public Administration, 29(4): 898-906.*

### **Reference Book:**

- ✓ *Sreekumar SS 2001. Tribal development administration in the islands. The Indian Journal of Public Administration, 47(4): 715-726.*

### **E- Resources:**

- <https://documents1.worldbank.org/curated/ru/180681468257977563/IPP5010v10Trib1Box0349464B01PUBLIC1.doc>

- <https://vikaspedia.in/social-welfare/scheduled-tribes-welfare/constitutional-provisions-for-development-of-scheduled-tribes>
- <https://www.rtioidisha.gov.in/pa/T1RILzExLzE1MS8xOQ==>
- <https://testbook.com/amp/ias-preparation/role-of-ngos-in-tribal-development>