

M.A Public Administration

(W.E.F. Academic Session 2024-2025 onwards)



Syllabus (As per NEP 2020)

Pandit Deendayal Upadhyaya Shekhawati University

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Curriculum Structure									
Session 2024-2025 onwards									
Name of the Programme: M.A in Public Administration									
Year: First							Semester: I (Pawas)		
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			ETE
		L	T	P		CWS	MTE		
Discipline Specific Core(DSC):									
24MPA9101T	Administrative Theories	4	0	0	4	10	20	70	
24MPA9102T	Administrative Thinkers	4	0	0	4	10	20	70	
24MPA9103T	Public Personnel Administration	4	0	0	4	10	20	70	
24MPA9104T	Comparative Public Administration	4	0	0	4	10	20	70	
Discipline Specific Elective(DSE):									
24MPA9105T	Constitution and Administration	4	0	0	4	10	20	70	
OR									
24MPA9106T	Governance and Administration	4	0	0	4	10	20	70	
Value Added Course (VAC): * from central Pool									
		2	0	0	2	10	20	70	
Seminar/Internship/Dissertation (S/I/D):									
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	Total				22				

Summary: I Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
Total		22
\$CW (Classwork): It would include attendance, assignments, class test/ quiz test/assignments, ppt, play, learn by fun activities, etc.		


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Curriculum Structure									
Session 2024-2025 onwards									
Name of the Programme: M.A in Public Administration									
Year: First						Semester: II (Vasant)			
Course Code	Course Title	Contact Hrs per Week			Credits	Weightage (%)			ETE
		L	T	P		CWS	MTE		
Discipline Specific Core(DSC):									
24MPA9201T	Research Methodology	4	0	0	4	10	20	70	
24MPA9202T	Indian Administrative System-I	4	0	0	4	10	20	70	
24MPA9203T	State Administration in India	4	0	0	4	10	20	70	
24MPA9204T	Development Administration	4	0	0	4	10	20	70	
Discipline Specific Elective(DSE):									
24MPA9205T	Urban Governance	4	0	0	4	10	20	70	
OR									
24MPA9206T	Office Administration	4	0	0	4	10	20	70	
Value Added Course (VAC): * from central Pool									
		2	0	0	2	10	20	70	
Seminar/Internship/Dissertation (S/I/D):									
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	Total				22				

Summary: II Semester		
S.N.	Particulars	Credits
1.	Discipline Specific Core(DSC):	16
2.	Discipline Specific Elective(DSE):	04
3.	Value Added Course(VAC):	02
4.	Seminar/Internship/Dissertation(S/I/D):	--
Total		22
\$CW (Class work): It would include attendance, assignments, class test/ quiz test/ assignments, ppt, play, learn by fun activities etc.		


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Semester – I

Course Title:	Administrative Theories	Course Code: 24MPA9101T
Total Lecture Hour 60		Hours
Unit I	Meaning, Nature, Scope and Significance of Public Administration, Public and Private Administration, Evolution and Present Status of the Public Administration. Paradigm shift from Government to Governance: New Public Administration (NPA), Public Choice Theory (PCT), New Public Management (NPM) ,New Public Service, Globalization and its impact on Public Administration..	15
Unit II	Approaches to the study of Public Administration: Behaviour, Systems and Structural-Functional, Scientific Management theory, Human Relations theory, Bureaucratic theory.	15
Unit III	Structure of Organization: Formal and Informal Organization, Line, Staff and Auxiliary agencies, Headquarters and field relationship. Principles of Organization : Hierarchy, Co-ordination, Unity of command, Span of control, Authority and Responsibility, Delegation, Centralization and Decentralization	15
Unit IV	Administrative Behaviour: Leadership, Supervision, Communication, Decision Making (Simon's Model), Motivation Administrative improvements: Meaning and Scope. Tools and methods for administrative improvement-- O and M., Cybernetics and cybernetic state. PERT and CPM.	15
Reference Books:		
1	Pfflner & Presthus: Public Administration	
2	Felix A. Nigro: Modern Public Administration	
3	Rabber S. Basic: Action Administration	
4	Follet M.P.: Dynamic Administration	
5	March & Simon; Organisation	
6	Etzioni: A Comparative Analysis of Complex Organization	
7	William P. Sexton: Organisations Theories	
8	Gerald Caiden: Dynamics of Public Administration	
9	lqjsUnz dVkfj;k iz'kklfud fl)kUr ,oa izca/k	
10	Sahni and Vayunandan, Administrative Theory	

Course Title:	Administrative Thinkers	Course Code: 24MPA9102T
Total Lecture Hour 60		Hours
Unit I	Kautliya: Concept of State, Mandal Theory, Law and Order Administration Woodrow Wilson: Science of Public Administration, Politics-Administration Dichotomy	15
Unit II	Bureaucratic Model: Max Weber Classical Theory: Henri Fayol, Luther Gullick, Lyndall Urwick Scientific Management: F.W. Taylor	15
Unit III	Human Relations: Elton Mayo, M.P. Follett Behaviouralism: Chester I. Barnard, Herbert A. Simon	15
Unit IV	Motivation: A.H. Maslow, Frederick Herzberg, Douglas McGregor Organizational Humanism: Chris Argyris, RensisLikert, Dwight Waldo	15
Reference Books:		
1	Amitai Etzioni: Modern Organization, New Delhi, Prentice Hall of India Pvt. Ltd. 1964.	
2	Bertram, M. Gross: The Managing of Organizations (Vol.1) New York. The Free Press, 1964.	
3	Prasad and Prasad: Administrative Thinkers (In Hindi also).	

4	Singh, R.N.: Management Thoughts and Thinkers.
5	Ali, S.S.: Eminent Administrative thinkers.
6	Marina Rita Pinto ; Administrative Management Thinkers.
7	Daniel E. Ciffths: Administrative Theory.
8	Peter Self: Administrative Theories and Policies.
9	Fred Luthans: Organizational Behaviour.
10	Gerald E. Caiden: Dynamics of Public Administration Guidelines to Current Transformation in Theory and Practice.
11	Surendra Kataria :Prashasanik Chintak (in Hindi)

Course Objectives: To explain the students about the concept and theories of personnel policy and aspects of personnel administration in civil services, the Administrative reforms policies and processes in personnel administration.

Learning Outcomes

1. Will be able to explain the concept and theories of personnel policy and aspects of personnel administration in civil services.
2. Will be able to describe the Administrative reforms policies and processes in personnel administration.

Course Title:	Public Personnel Administration	Course Code: 24MPA9103T
Total Lecture Hour 60		Hours
Unit I	Public Personnel Administration: Meaning, Nature, Scope and its Importance. Concept of Human Resource Management (HRM). Evolution, Development and Significance of civil services in developed and developing countries.	15
Unit II	Classification, Recruitment, Training, Career Advancement and Promotion, Performance Appraisal, , Code of Conduct, Pension and Retirement Benefits.	15
Unit III	Employer-Employee Relations, Grievance redressal Mechanism, Professional Associations and Unionism, Political rights of civil servants, Right to Strike.	15
Unit IV	Administrative Ethics: Ethics in Civil Service, Ethics of Bhagvad Geeta and its Role in Administration, Neutrality, Anonymity and Commitment	15
Reference Books:		
1	Finer: Theory and Practice of Modern Government (Chapters on Civil Service)	
2	Gladden, EN: British Civil Service—Its Problems and Future.	
3	Glen Stahl, O.: Public Personnel Administration.	
4	Sinha, V.M.: Personnel Administration.	
5	Mackenzie and Grove: Central Administration in Britain (Chapters on Personnel Administration).	
6	Sinha, V.M.: Karmik Prashasan (Hindi)	
7	Jain, C.M.: Sevivargiya Prashasan (Hindi)	
8	Maheshwari, Shriram: Higher Civil Service in France	
9	Geoffrey K. Fry: The Changing Civil Service	
10	Surendra Kataria: Karmik Prashasan (in Hindi)	
11	HMSO: Progress in the Next Steps Initiative	
12	Sarkar Siuli, Public Administration in India	

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Course Title:	Comparative Public Administration		Course Code: 24MPA9104T
Total Lecture Hour 60			
Unit I	Comparative Public Administration: Meaning, Nature, Scope and Significance. Features of administration in developed and developing countries, Problems of Comparative Research and Comparative Studies	Hours	15
Unit II	Ecology of Administration: Political, Social, Economic and Cultural environment. Approaches and Methods to the study of Comparative Public Administration: Institutional, Behavioural, Structural-Functional, Ecological and System Approaches		15
Unit III	Riggsian Model of Public Administration: Agraria- Industria Model, Fused-Prismatic-Diffracted model, Sala Model. Prismatic Societies Revisited.		15
Unit IV	Salient features of the administrative systems: UK, USA, France and Japan. Parliamentary commissioner in UK. Whitleyism in UK. Independent Regulatory Commission in USA, National Public Safety Commission in Japan, ENA (Institut National du Service Public-INSP) and Conseil d'etat in France.		15
Reference Books:			
1	Ferrel Heady: Public Administration: A Comparative Respective (Englewood Cliffs, N.J., Prentice Hall, 1966).		
2	Sybil I. Stokes: Papers in Comparative Public Administration (AnnArbor: University of Michigan Press, 1962).		
3	Nimrod Rapheels: Readings in Comparative Public Administration (Boston, Allyn Bacon, 1967).		
4	Ramesh K. Arora: Comparative Public Administration: An Ecological Perspective (Associated Pub. House, New Delhi, 1979).		
5	Keith Henderson: Comparative Public Administration: Theory and Relevance (New York Graduate School of Public Administration, New York University, 1967).		
6	Prestone Le Breton: Comparative Administrative Theory (Seattle University, Washington Press, 1968).		
7	Irving Swardlow (Ed.): Towards the Comparative Study of Public Administration.		
8	Siffin W.J.: Towards the Comparative Study of Public Administration, Indiana University Press, Bloomington. Indiana, 1959).		
9	John Greenwood, Public Administration in Britain, Unwin Hymen, London, 1989.		
10	SurendraKataria : Tulnatmak LokP rashasan		

Course Title:	Constitution and Administration		Course Code: 24MPA9105T
Total Lecture Hour 60			
Unit I	Evolution of the Constitution of India with special reference to acts of 1909, 1919 and 1935, Constituent Assembly, Preamble, Constitutionalism, Salient features of the Constitution of India.	Hours	15
Unit II	Fundamental Rights, Directive Principles of State Policy(DPSP), Fundamental Duties, Federalism, Constitutional basic Structure and Amendment, Centre-State Relations.		15
Unit III	Legislature: Parliament- Lok Sabha and Rajya Sabha: their composition, functions, and powers, Parliamentary committee System. State Legislatures: Vidhan Sabha and Vidhan Parishad- their composition, powers and functions.		15
Unit IV	Judiciary: Supreme Court and High Courts- their organization, powers, functions and roles. Sub-ordinate courts. Judicial Review, Judicial activism and Public Interest Litigations (PIL). Constitutional Bodies: Election Commission of India (ECI), Comptroller and Auditor General of India (CAG), Union Public Service Commission (UPSC).		15
Reference Books:			
1	Mombwall, K.R.: Government and Politics in India, Ambala Cantt., Modern Publications, 1981.		
2	Basu, D.D.: Constitutional Law of India, Bombay, Prentice Hall of India.		

3	Dube, S.C. (ed.): Public Services and Social Responsibility, New Delhi, Vikas, 1979
4	Fadia, B.L. : Indian Government and Politics, Agra, Sahitya Bhawan, 1992. 969.
5	Shiva Rao: The Framing of Indian Constitution, Bombay, N.M. Tripathi & Co., 1
6	Palmer-Norman, D.: Elections and Political Development, New Delhi, Vikas, 1976.
7	Arora and Goyal, Indian Public Administration, New age International, Delhi. 2014
8	Bidyut Chakrabarty and Mohit Bhattacharya (Ed.), The Governance Discourse : A Reader, Oxford, New Delhi, 2008.
9	B. Shiva Rao (Ed.), The Framing of Indian Constitution, Universal Publishing House, New Delhi, 2004.

Course Title:	Governance and Administration	Course Code: 24MPA9106T
Total Lecture Hour 60		Hours
Unit I	Concept and Importance of State: Meaning, Types and Significance of Government. Democracy, Bureaucracy and Government.	15
Unit II	Good Governance- Meaning, Concept, Components and Characteristics. Tools and strategies of Good Governance. Initiatives taken by India for Good Governance.	15
Unit III	Information and Communication Technology(ICT) and its impact on Public Administration. Digital and E. Governance. Impact of Globalization on the Governance of developing countries.	15
Unit IV	Participatory Governance. Innovations and challenges in Participatory Governance. New Governance Paradigm: the emerging partnership / Engagement Initiatives.	15
Reference Books:		
1	Arora and Goyal, Indian Public Administration, New age International, Delhi, 2014	
2	Vayunandan Etakula, Good Governance Initiatives in India, PHI Learning, New Delhi, 2003	
3	Bidyut Chakrabarty and Mohit Bhattacharya (Ed.), The Governance Discourse: A Reader, Oxford, New Delhi, 2008.	
4	Alkadhameja (Ed.), Contemporary debates in Public Administration, PHI Learning new Delhi, 2003	
5	B.C. Smith, Good Governance and Development, Palgrave Macmillan, New York, 2007	

Semester – II

Course Objectives

The main objective of this course is to introduce the basic concepts in research methodology in Social science. This course addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals.

Learning Outcomes

The course will enable the students to understand the following:

1. Students who complete this course will be able to understand and comprehend the basics in research methodology and applying them in research/ project work. This course will help them to select an appropriate research design.
2. With the help of this course, students will be able to take up and implement a research project/ study.
3. The course will also enable them to collect the data, edit it properly and analyse it accordingly. Thus, it will facilitate students' prosperity in higher education. The Students will develop skills in qualitative and quantitative data analysis and presentation.
4. Students will be able to demonstrate the ability to choose methods appropriate to research objectives.

Course Title:	Research Methodology	Course Code: 24MPA9201T
Total Lecture Hour 60		Hours
Unit I	Nature of inquiry in Natural and social science, Nature of Research in public administration, forms of Research : Normative, Empirical and Behavioral	15
Unit II	Scientific Method formulation of Research Problem, Research Design, Concept and Hypothesis source of data – Primary and secondary Techniques of Data Collection	15
Unit III	Sampling, Observation, Questionnaire and Schedule, Concept of Property and space, Classification and Tabulation of report writing	14
Unit IV	Statistical Averages – Mean, Mode and Median Dispersion – Range and Variance, Index number correlation	16
Reference Books:		
1	Goode and Hatt: Methods in Social Research, Me Graw-Hill Books, New 1987.	
2	Young, P.V, Scientific Social Survey and Research pennute Hall, New Delhi 1973.	
3	Jain, B.M, Research Methodology, Research Publication Jaipur.	
4	Trivedi, R.N.& Shukla, O.P, Research Methodology. Research Publication Jaipur	
5	Kothari, S. R. Methods and Techniques (2nd Ed) Wiley Eastern Ltd. New Delhi.	
6	S.C. Gupta and V.K. Kapoor: Fundamental of Mathematical Statistics, Sultan Chand and Sons.	
7	S.C. Gupta and V. K. Kapoor Fundamental of Applied Statistics, Sultan Chand and Sons.	
8	हकीम, अस्थाना मनोविज्ञान शोधविधियां- विनोद पुस्तक मन्दिर, अगर ३	
9	वीरेन्द्र प्रकाशन शर्मा रिसर्च मेथडोलॉजी, पंचशील प्रकाशन, जयपुर।	
10	मुहम्मद सुलेमान व्यवहारपरक विज्ञानों मे शोध प्रणाली विज्ञान शुक्ला बुक डिपो ।	
11	एचकपिल अनुसन्धान वि .के .धियां, 4/230, कुचहरी घाटआगरा। .	
12	डॉश्याम गोपाल शर्मा ., डॉजैन .रवि के ., डॉगोविन्द पारिक सांख्यिकीय विधियां ., सहायक भवन, आगरा।	
13	डॉवर्मा .एल .एस ., राजनीति विज्ञान में अनुसंधान, राजस्थान हिन्दी अकादमी, जयपुर, 2000	

Course Title:	Indian Administrative System-I	Course Code: 24MPA9202T
Total Lecture Hour 60		Hours
Unit I	Evolution of Indian Administration-Ancient, Mughal period and British Influence on Indian Administration. Framework of Indian Administration and Constitutional System of India. Features of Indian Administration.	15
Unit II	Political Executive at the Union level: President, Prime Minister and Council of Ministers. The Cabinet Secretariat and Central Secretariat-organization and functions	15
Unit III	Administrative Organization and functions of Ministry of Home, Defence and External Affairs. Board and Commissions: Railway Board and Finance Commission.	15
Unit IV	Centre-State Relations- Legislative, Administrative, Financial and Planning. Accountability of Public Administration: Parliamentary Executive and Judicial control over Administration.	15
Reference Books:		
1	Hoshiar Singh and Mohinder Singh: Public Administration inIndia: Theory & Practice. New Delhi, Sterling Pub., Reprint, 1990.	
2	Hoshiar Singh and D.P. Singh: Indian Administration Current Issues and Problems, Jaipur, Aalekh Publishers, 1990.	
3	Pilani, G.P. and Hoshiar Singh: Administration and Social Changes, Jaipur; Printwell Pub., 1985.	
4	Avasthi, A.: Central Administrative, Tata McGraw Hill Pub. Co. Pvt. Ltd., New Delhi, 1988.	

5	Jain, R.B.: Contemporary Issues in Indian Administration, Delhi; Vishal Pub., 1976.
6	Maheshwari, S.R.: Indian Administration, Delhi; Orient Longman, 1989.
7	Bhambri, C.P.: Public Administration in India, Delhi Vikas, 1973.
8	Sarkar Siuli, Public Administration in India.
9	Arora and Goyal, Indian Public Administration, New Age International, Delhi. 2014.
10	Lokendra Malik and Anjum Hasan, Selected Reflections on Indian law and Governance, Satyamlaw international, New Delhi, 2015.
11	E-pg pathashala modules:- www.inflibnet.ac.in www.ignou.ac.in ; www.sawayam.gov.in

Course Title:	State Administration in India	Course Code: 24MPA9203T
Total Lecture Hour 60		Hours
Unit I	Structural evolution and reorganization of states, linguistic principles, position of states in India. Emergence of Rajasthan. Centre-State relationship.	15
Unit II	The office of the Governor, Chief Minister and Council of Ministers. State Secretariat and its working. Cabinet Secretariat. Role of Chief Secretary.	15
Unit III	Office of the Divisional Commissioner -Position Powers and Functions. District Administration: Role of Collector. District Development Administration, Board of Revenue.	15
Unit IV	Secretariat-Directorship, State level planning machinery, District planning Committee. Role of RPSC, Training of Civil Servants, Rajasthan Administrative Tribunal.	15
Reference Books:		
1	Mukherjee, Mohan (ed.): Administrative Innovations in Rajasthan.	
2	Mukherjee, Mohan: Non Story of a Chief Secretary during Emergency etc.	
3	Sharma, V.D.: Through To Systems.	
4	Singh, Chandra Mauli <i>et al.</i> : Rajasthan me Rajya Prashasan (Hindi)	
5	Meena, Sogani: The Chief Secretary of India.	
6	Khandelwal, R.M.: State Level Plan Administration in India.	
7	Batra, K. Satish: Legislative Control over Public Enterprises	
8	Sharma, Ravindra: Rajya Prashasan (Hindi)	
9	E-pg pathashala modules:- www.inflibnet.ac.in www.ignou.ac.in ; www.sawayam.gov.in	

Course Title:	Development Administration	Course Code: 24MPA9204T
Total Lecture Hour 60		Hours
Unit I	Concept of Development, Development and its dimensions, problems and prospects of Development and approaches of Development. Role of Administration in the field of Development. Anti Development thesis.	15
Unit II	Concept, Nature and scope of Development Administration. Features and significance of Development Administration. Objectives of Development Administration. Development Administration and Non-Development Administration Dichotomy. Ecology of Development Administration. Changing profile of Development Administration.	15
Unit III	Concept, tools and Need of Administrative Development. Problems and sources of Administrative Development. Institutional and organizational arrangement for improving Administrative capability.	15
Unit IV	Bureaucracy and Development, Strong State v/s Market debate. Countries. Development Administration and administrative. NGO's and Development Administration.	15
Reference Books:		
1	Verma, S.P. and Sharma, S.K. (ed.): Development Administration, New Delhi, JIPA.	

2	Bhalerao, C.N (ed.): Administration, Politics & Development in India. Bombay, Lai Pani Pub. House, 1972.
3	Braibhanti and Spengler, J.S.: Administration and Economic Development in India. Duke Univ. Press.
4	Sharma, S.K. (ed.): Dynamics of Development (two volumes). New Delhi, Concept Publishing House.
5	Palekar S.A., Development Administration, PHI, New Delhi, 2012.
6	S.L. Goel, Development Administration: Potentialities and Prospects, Deep and Deep Publishing, New Delhi, 2009.
7	R K Sapru: Development Administration, Sterling Publishers
8	Fred, W. Riggs (ed.): Frontiers of Development Administration. Durham, NC Duke Univ. Press.
9	Joseph, La Palombara (ed.): Bureaucracy and Political Development. Princeton, NBJ Princeton Univ. Press 1963.
10	Cherry Oertzel, Maur Goldschmidt and Donald Rotchild: Government and Politics in Kenya, Nairobi, 1970.
11	Roy Macridis and Brown: Comparative Politics, 4 th Ed., Honwood Dorsey Press, 1972.
12	E-pg pathashala modules:- www.inflibnet.ac.in/www.ignou.ac.in ; www.swayam.gov.in

Course Title:	Urban Governance	Course Code: 24MPA9205T
Total Lecture Hour 60		Hours
Unit I	Evolution of urbanization in India. Importance and scope of urban administration. Master plans and challenges before urban bodies. Urban amenities and local requirements.	15
Unit II	Municipal governance in India. Impact of 74 th Constitutional Amendment Act, 1992. Metro cities and their problems.	15
Unit III	Types of urban local bodies in India. Structure and functions of urban Local Bodies - Municipal Corporation, Municipal Councils and Municipalities.	15
Unit IV	Committee System in municipal governance. Municipal Personnel: Recruitment and Training. Municipal Finance, Control over Urban Local Bodies.	15
Reference Books:		
1	Agarwal, R.: <i>Municipal Government in India</i>	
2	Bhattacharya, M.: <i>Management of Urban Government in India</i>	
3	Bhattacharya, M.: <i>Municipal Government — Problems and Prospects</i>	
4	Mukhopadhyay, Ashok: <i>Municipal Government and Urban Development</i>	
5	Sharma, Ashok: <i>Bharat Mein Sthaniy Prashasan</i> , RBSA Publishers, Jaipur, 2013	
6	T.R. Raghunandan (Ed.): <i>Decentralization and Local Government</i> , Orient Blackswan, New Delhi, 2012	
7	Maheshwari, S.R.: <i>Bharat Mein Sthaniy Prashasan</i>	
8	Nigam, S.R.: <i>Local Self Government</i>	
9	Maheshwari, S.R.: <i>Local Government in India</i>	
10	Martin Cross and David Mallen: <i>Local Government System</i>	
11	Munro: <i>The Government of American Cities</i>	
12	Chapman: <i>An Introduction to French Local Government</i>	
13	Herman Finer: <i>English Local Government</i>	
14	E-pg Pathshala Modules: www.inflibnet.ac.in ; www.ignou.ac.in ; www.swayam.gov.in	

Course Title:	Office Administration	Course Code: 24MPA9206T
Total Lecture Hour 60		Hours
Unit I	Meaning, nature and importance of an office Offices in administrative agencies; Basic requirements of an office; Relationship between Headquarter and field agencies; Administrative work distribution in India; Flag code of	15

Unit II	India. Provisions in Central Secretariat Office Procedure Manual, Secretariat Manual, Govt. of Rajasthan.	15
Unit III	Noting, drafting, filing system and record and information management.	
Unit IV	Reception and hospitality, receipt and dispatch, meetings, transport and travel arrangements. Communication and letters - official and demi-official, circulars, orders and notices.	15
	Establishment - Human resource management, accounts, audit and finances, bills and registers, procurement, inventory, stock and stores, sales, marketing and customer services	15
Reference Books:		
1	Central Secretariat Office Procedure Manual, Govt. of India.	
2	Secretariat Manual, Govt. of Rajasthan.	
3	Gibson, Pattie, <i>Administrative Office Management: Complete Course</i> , Cengage Learning, 2004.	
4	Balchandran, <i>Office Management</i> , Tata McGraw Hill, New Delhi, 2009.	
5	Schulze, William J., <i>Office Administration</i> , McGraw Hill Co., New York, 1919.	
6	https://cabsec.gov.in/	
7	https://gad.rajasthan.gov.in/	


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