F. No. 55-105/2021-22-A&A/1126   23.01.2024

Notification No. 111/AA-2023-24

As recommended by Centre/School Board of Studies, the Academic Council in its 30th Meeting held on 04.10.2023 vide Resolution No. 15 & 16 has considered the LOCF based New/Revised Syllabi of the following programmes that are hereby notified for implementation:

New Syllabi		
1	School of Environment and Sustainable Development	Multidisciplinary Courses and Value-Added Courses
2	School of Language, Literature and Culture Studies	1. Ph.D. in Chinese 2. Ability Enhancement Courses by Centre for English Studies for 4 year UG in German and Chinese Studies
3	School of National Security Studies	Multidisciplinary Courses for UG and PG programmes
4	Centre for Studies in Social Management, School of Social Sciences	Addition of two Optional courses for Ph.D programme: 1. SOM 678 Policing: Reforms and Organisation 2. SOM 679 Entrepreneurship Development
Revised Syllabi		
1	School of Chemical Sciences	1. M.Sc. Chemical Sciences 2. Ph.D. Chemical Sciences
2	School of Applied Material Sciences	1. M.Sc. in Industrial Chemistry 2. Ph.D. in Applied Chemistry
3	School of Nano Sciences	1. M.Sc. Nanoscience 2. Ph.D. Nanoscience
4	School of Environment and Sustainable Development	M.Sc. Environmental Sciences
5	School of Language, Literature and Culture Studies	1. M.A. in Comparative Literature 2. M.A. Hindi 3. Ph.D. Hindi 4. M.A. in English 5. M.A. in Gujarati
6	School of Life Sciences	M.Sc. Life Sciences

7	School of Library and Information Sciences	M.Lib.I.Sc.
8	School of National Security Studies	M.A. Defence and Strategic Studies
9	Centre for Gandhian Thought and Peace Studies, School of Social Sciences	M.A. in Political Science
10	Centre for Studies in Social Management, School of Social Sciences	1. 4-year B.A. Degree (Honours with Research) in Social Management 2. Ph.D in Social Management
11	Centre for Studies and Research in Education, School of Education	Master of Education (M.Ed.)
12	Centre for Health Culture and Personality Development	M.A. in Hindu Studies

This is issued with the approval of competent authority.

24/05/24

Registrar (Offg.)

Encl: Syllabi of the Programmes/Courses.

Copy to:

1. All Deans & HoDs
2. CoE (Offg.)
3. IQAC, Director
4. All Teaching / Non-Teaching Staff
5. All Officers of the University
6. Admission Dept.
7. VC Secretariat
8. Notification File
9. Guard File

Learning Outcomes–based Curriculum Framework and syllabus for

Ph.D. in Social Management

गुजरात केन्द्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF GUJARAT

**CENTRE FOR STUDIES IN SOCIAL MANAGEMENT
SCHOOL OF SOCIAL SCIENCES
CENTRAL UNIVERSITY OF GUJARAT
Sector-29, Gandhinagar-382030**

2023

Ph.D programme (Direct)

Introduction

The Centre for Studies in Social Management (CSSM) was established in Central University of Gujarat to nurture a multidisciplinary approach which integrates disciplines of Social Work, Management and Public Policy embedded in the Social Sciences, for dealing with complex development issues.

Social Management as an academic programme seeks to understand and develop practical knowledge and skills with respect to policy issues, so as to act as a catalyst for change. Given the diverse actors in the policy domain, the CSSM would open up a platform for dialogue between academics, government, civil society and NGOs at various levels. The core idea is to have professionals and researchers who by blending the requisite techniques and skills of social work and management with the research skills extant within the social sciences, will contribute in innovative and critical ways to the development sector.

Aims

This Ph.D. programme is designed to provide insights from multidisciplinary fields in Social Work, Management, Public Policy embedded in the social sciences in order to address issues and concerns in the social and development management sectors. Public sector and private sector organisations from NGOs to social enterprises are critically assessed. While drawing on the breadth of research expertise and practical experience in the School of Social Sciences, this course includes a practical exercise with a development agency, Non-government organizations as part of its assessment.

Concept note for the Ph.D. programme

In grounding students in the field of social management embedded in the social sciences, it is necessary to address questions and concerns such as what constitutes the 'social' in social management and how we can begin to think of ways to understand the category of management within a socio-political and historical context. Using an interdisciplinary frame, this Ph.D. program's focal concerns are to look into theories in management, evolving markets, new public management, 'ethic of responsibility' of corporates, society in India, civil society initiatives, state, para-state institutions and multi-layers of governance. It ties together structural issues in social accountability mechanisms of various institutions with the questions of rights, inclusion, Justice, entitlements, life-chances, opportunities and outcomes for citizens and non-citizens alike.

Leading interpretations of management theory have been constrained by concepts and practice of shareholder accountability or stakeholder priorities. Without deviating altogether from this dominant trend within management theory, this Ph.D. course on social management seeks to address development and social challenges of our times by adopting alternative styles of management thinking such as critical management studies or meta-management thinking that is anchored in social and historical spaces. Lately, more critical views from social and political theory such as radical pluralism, deliberative democracy, 'communicative rationality' and 'states of exception' among others, have closely corresponded to emergent concepts in management theory, each having reciprocal influences in a globalized or a post-global world. This necessitates the incorporation of such concepts in our understanding of the management of the social and development sector in order to bring out its consequentiality for human lives. In this backdrop, students will be given a practical orientation to complex social management situations in case studies on power and participation in state-civil society relations, on ascriptive marginalities and how these are critically linked with the rule of law, justice, markets and the development process in the post –reform period. Core courses on Social Management: Theory and Practice as well as Interrogating Indian society will provide the diagnostic location to think through some of the theoretical and existential concerns in the development sector and for our understanding of the category of the 'social' through the lens of the social sciences and management. The thrust areas would further include Governance, Understanding Institutions, managing civil society organizations, autonomy, managing development projects, financial planning for NGO work, microfinance, social entrepreneurship, institutional and organizational basis of developmental and anti-developmental processes, social change and questions of social justice.

Eligibility

A candidate shall be eligible for admission to the programme in any discipline provided he/she has qualified for the award of Master's Degree in the concerned subject or in an allied subject of any recognized university or a degree recognized by the university for this purpose as its equivalent with a minimum of 55% marks or its equivalent Grade.

The policy of the Government of India and the guidelines of the UGC, regarding reservation of seats for candidates belonging to Scheduled Castes, Scheduled Tribes, OBCs and for Differently abled candidates shall be implemented.

Assessment

50% end term evaluation will be done through submission of seminar paper and presentation of the same. The internal evaluation will carry 50% weightage through continuous evaluation based on interactions in the class and assignments/term papers.

Programme of Study – Direct Ph.D in Social Management.

Structure of the Ph.D Programme (Direct):

The Ph.D. course work will consist of 12 credits spread over duration of one year with two semesters. Core courses including Research Methodology I & II comprise of 8 credits and Optional/Thematic courses of 4 credits.

The structure of the courses and credits would be as follows:

CREDIT STRUCTURE FOR Ph.D in Social Management

Course code	Nature of Course	Course Title	No .of L/T	Credits
Semester I				
SOM 601	Core	Social Management: Theory & Practice	2 +1	2
SOM 602	Core	Interrogating Indian Society	2 +1	2
SOM 603	Core	Research Methodology and Research Ethics – I (Qualitative research)	2 +1	2
		TOTAL CREDITS		**6**
Semester II				
SOM 651	Core	Research Methodology and Research Ethics II (Quantitative Techniques)	2 +1	2
SOM 671	Optional *	Microfinance and Development	2 +1	2
SOM 672	Optional	Migration and Development	2 +1	2
SOM 673	Optional	Law, Society and Access to Justice	2 +1	2
SOM 674	Optional	Corporate Social Responsibility& Social Accountability	2 +1	2
SOM - 675	Optional	Institutions Governance and Justice	2 +1	2
SOM - 676	Optional	Administrative Reforms and New Public Management	2 +1	2
SOM - 677	Optional	Criminal Justice Social Work and Policy	2 +1	2
SOM-678	Optional	Policing: Reforms and Organisation	2 +1	2
SOM-679	Optional	Innovation and Entrepreneurship	2 +1	2
		TOTAL CREDITS		**6**

*Any two (from Optional)
Note: L-Lectures; T-Tutorials
**During this tenure of 1 year the students have to complete atleast one 10- Day workshop on Research Methodology.

PROGRAMME OUTCOMES

PO1	Address developmental challenges of our times by adopting research agendas that foster alternative modes of thinking on governance and public management in time and space
PO2	Apply research methods and theoretical stances towards emerging social management themes and human concerns
PO3	Further debates and writing on issues such as managing organisations, data driven policy, evaluating development projects, financing civil society initiatives, social entrepreneurship, women empowerment, gender issues, change management in the social sector and questions of justice and equity.
PO4	Develop ethical concerns among students and other stakeholders and dissemination of knowledge.

PROGRAMME SPECIFIC OUTCOMES

PO1	To provide insights from multidisciplinary fields in the management and social sciences in order to address issues and concerns in the social and development management sectors.
PO2	To critically assess the Public sector and private sector organisations from NGOs to social enterprises.
PO3	To draw on the breadth of research expertise and practical experience in the School of Social Sciences.
PO4	To have a practical exercise with a development agency, Non-government organizations as part of its assessment.
PO5	To work on generating outcomes that will build more inclusive societies from gender, caste, rural, tribal, minority perspectives.

SEMESTER I

Name of the Programme	Ph.D in Social Management
Course Title	Social Management: Theory & Practice
Type of Course	Core
Course No and Course Code	SOM 601
Semester	I
Credits	2
Course Development Team	Dr. Litty Denis & Dr. Sony Kunjappan

Pre-requisites for the Course:

The core course on Social Management: Theory & Practice will introduce the basic theories in management, discussing the pioneering thinkers in the discipline of management and discussing the critics too. It will briefly delve upon the basic functions and then the conventional branches of management to enable researchers to focus on processes and techniques leading to efficiency and effectiveness in institutions. Managing projects is critical to the sustainability of various development sector and hence the third module will discuss the significant approaches to project management and perspectives on social entrepreneurship. Finally, to integrate the role of the state, markets and the civil society, the course the course will conclude with deliberations on governance and public management.

Course Objective:
- To introduce and interrogate the basic theories, functions and branches essential for understanding of Social Management

- To gain insights into various approaches of project management and gain perspectives on social entrepreneurship

- To initiate deliberations in governance and public management to examine the role of state, markets and civil society in social sector.

On completion of the course, the students will be able to:		
Unit-I	LO1	The students will understand the evolution of management theory.
Unit-II	LO2	The students will be introduced to the various branches of management and its practice.
Unit-III	LO3	The students will be acquainted with the entrepreneurship ecosystem and theory.
Unit-IV	LO4	The students will be introduced to Governance & Public Management

Note: LO- Learning Outcome

COURSE CONTENT
Unit I **Basic Theories in Management** Evolution of Management thought; Classical Theories: Behavioural Approach, Management Science Approach, System theory Bureaucratic Management and Contingency Approach. Taylor; Weber; Ford; Mayo; Critical Management Studies: Milton Friedman. Neo Classical Approaches and Contemporary Approaches to management. 21st Century Approaches Management - Theory Z Approach. Micheal Potter's Industry and Competitive Analysis. Contribution of C K Prahalad, Discussions on Quality Management: Edward Deming, Hamel, Peter Ducker, Henry Mintzberg and Harward Simen.
Unit II **Brief overview of branches in Management** Financial Management: Nature of Financial Management; Overview of Financial System, Brief discussion on Public finance; Planning, Long-Term Financing and Investment Decisions; Capital Structure. Marketing Management: Understanding social marketing; Analyzing the social marketing environment; Development Communication; Cases in marketing. Human Resource Management: HRM in Context; HRM in Practice – HRP, Performance Appraisals –Contemporary issues in HRM – HRM, Equality and Diversity, HRM in NPOs; Discussions on Labour Laws and Relevant Case studies.
Unit III **Social Entrepreneurship & Project Management** Social Entrepreneurship vs Entrepreneurship; Social Entrepreneurship in Indian Context; Opportunity Recognition and Innovation; Entrepreneurship development in India; Business Plan for Not for Profit Enterprises and For Profit Enterprises; Establishing small business enterprises; Project management approaches; Relevant Case studies.
Unit IV **Governance & New Public Management** Concept of Governance; difference between Government and Governance; Governance and Sustainable Human Development; Key actors in Governance- state, market and civil society; citizens participation in administration; role of civil society organization. Good Governance; Need for Good Governance; Characteristics of Good Governance- participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and rule of law. New Public Management- its origin, characteristic and principles; NPM – Objectives and Criticism; Redefining Governance- Catalytic Governance; Community Owned Government; Customer Driven Government; Enterprising Government; Decentralised Government; Market Oriented Government; NPM and its International Experiences- UK and US.
Reading List

Stoner, Freeman, Gilbert. 1999. Management. Prentice Hall of India.

Peter F. Drucker. 1967. The Effective Executive. Harper & Row. New York.

Weber, Max. 1964. Theory of social and economic organization. New York: Free Press.

Lune, Howard. 2010. Understanding Organizations. Cambridge: Polity Press.

Elton Mayo, "Hawthorne and the Western Electric Company." (Reader)

Friedman, Milton & Friedman, Rose,D. 1962. Capitalism & Freedom. University of Chicago Press, Chicago.

W. Edwards Deming. 1982. Improvement of Quality and Productivity Through Action by Management. National Productivity Review

Porter, M.E. (1980) Competitive Strategy, Free Press, New York

Perrow, C. 1987. 'The Short and Glorious History of Organisational Theory', in P. Wright and S. Robbins (eds.) Organization Theory: Readings and Cases. New Jersey: Prentice-Hall.

C.B.Gupta; Management: Principles & Practices; Sultan Chand and Sons, 3rd edition.

Karminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1st edition (2010)

Singh, R N. 2010. Management Thought and Thinkers. Sultan Chand & Sons, New-Delhi

M.C.Shukla; Business Organization and Management; Sultan Chand and Sons, Reprint 2013

Ricky W. Griffin; Management Principles & Application; Cengage Learning; 2008

Colin P. Hales. 1986. What do Managers Do? A Critical Review of the Evidence. Journal of Management Studies. 88-115.

Wilton N, 'An Introduction to Human Resource management', Sage Publications Asia-Pacific Pte Ltd.

Baluch, M.A, 'Human Resource Management in Non-Profit Organizations, 2012, Routledge.

Rao,P.S, 'Essentials of Human Resource Management and Industrial Relations' 2014 Edition. Himalaya Publishing House.

Peter F. Drucker, Innovation and Entrepreneurship.

EDII "Faculty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development" Institute of India, Ahmadabad, 1986.

Heerekns, Gary (2001). Project Management (The Briefcase Book Series). McGraw Hill

Shtub, Bard and Globerson, Project Management: Engineering, Technology, and Implementation, PH Inc.

Clare, S.E. 2001. The Prospects for local Governance: The Roles of Non-Profit Organizations.

Policy Studies Review 18, pp. 129-45.

Peters, B.G. 2001. The future of Governing: Four Emerging models, 2nd edition, Lawrence, KS: University Press of Kansas.

Peirre, J and B.G. Peters. 2005. Governing Complex Societies: Trajectories and Scenarios. Basingstoe: Palgrave Macmillan.

Chhotray, V. & Stoker, G. 2009. Governance Theory and Practice: A cross-Disciplinary Approach. Palgrave Macmillan.

SEMESTER I

Name of the Programme	Ph.D in Social Management
Course Title	Interrogating Indian society
Type of Course	Core
Course No and Course Code	SOM 602
Semester	I
Credits	2
Course Development Team	Dr. Sudeep Basu

Pre-requisites for the Course:
Creating a ground for understanding the 'contours of the management of the social' in terms of the questions of autonomy and governability, requires a thorough appraisal of the structures and processes in Indian society as well as the historical and institutional framework within which social science scholarship, particularly social and political thinking developed in post-colonial India. This broad setting would set the tone for an overview of the broad trends in the select aspects of social life in India such as caste, tribe, religion, politics, spatial categories of the village and city as well as state and civil society dynamics and the development sector. This would lead to an elaboration of the central themes and processes, old and new, relating to political and economic formations, religious and cultural spheres in India which would provide the representative frames for interpreting the "here and now".

Course Objective:
This course seeks to acquaint students with some of the overarching conceptual categories and meth social science scholarship that could be critically used for thinking meaningfully about Indian socie culture.

On completion of the course, the students will be able to:

Unit-I	LO1	Historical and conceptual understanding
Unit-II	LO2	Debates on Indian society – Colonial, post-colonial, Indology
Unit-III	LO3	Analyze the various aspects of social life: Caste, tribe, religion
Unit-IV	LO4	Researching Indian society – cultural, social and public spheres

Note: LO- Learning Outcome

COURSE CONTENT
Unit I **Ideology, Discourses and the Ideas of India** Historiography Colonial, Nationalist, Indological, Post- colonial, Modernity, Post-modernity, Subaltern, Feminist and Non-Brahmanical perspectives
Unit II **Structure and Process** Hierarchy and Difference, Inequality, Mobility, Marginality and Exclusion Modernizations, sanskritization, urbanization, industrialization
Unit III **Aspects of social life in India** Debates on Caste, tribe, religion State and civil society Village and Urban formations Social and Development sector
Unit IV **Cultural Sphere, and the 'publics' in India** Language, Ethics, Media, Gender violence, Literary/Folk traditions, Cultural nationalism
Reading List Veena Das, ed., *Handbook of Indian Sociology*. New Delhi: Oxford University Press, 2004, pp. 502. Chakravarty, Spivak Gayatri. 1988. Can the subaltern Speak? In c. Nelson and L. Grossberg (eds.) Marxism and the Interpretation of culture, Macmillan Education: Basingstoe, pp. 271-313. Bhabha, Homi. 1994. Location of Culture. London & New York: Routledge. Beteille, Andre. 2009. Sociology and Ideology, *Sociological Bulletin*, Vol. 58, No. 2 (May - August 2009), pp. 196-211. Chatterjee, Partha. April 2008. Democracy and Economic Transformation in India. Economic and Political Weekly, pp. 53-62. Chatterjee, Partha . 2004. *The Politics of the Governed: Reflections on Political Society in Most of the World*, Columbia University Press, New York. Kaviraj, Sudipta. 2001. *Civil Society: History and Possibilities*. Cambridge: Cambridge University Press.

Ambedkar, B.R. (1982-2003) Writings and speeches Vols 1-17, Bombay: Government of Maharashtra, Department of Education.

Rodrigues, Valerian. 2017. Ambedkar as a Political Philosopher. Economic and Political Weekly, Vol. LII, no. 15, pp. 101-107.

Gandhi, M.K. 1938. *Hind Swaraj.* Ahmedabad: Navjivan publishers.

Srinivas, M.N. 1972. *Social Change in Modern India*. Orient Longman.

Srinivas, M.N., 1987, *The Dominant Caste and Other Essays*. Delhi: Oxford University Press, pp.20-59.

Xaxa, Virginius, 1999. Transformation of Tribes in India: Terms of Discourse, Economic and Political Weekly, Vol. 34, No. 24, pp. 1519-1524.

Sanjay Kumar, Anthony Heath and Oliver Heath, "Changing Patterns of Social Mobility: Some Trends over Time", Economic and Political Weekly, Vol. 37, No. 40 (Oct. 5-11, 2002), pp. 4091-4096.

Social Mobility and Caste in India: Report on a Seminar Author(s): William Rowe Source: Asian Survey, Vol. 1, No. 7 (Sep., 1961), pp. 38-40.
Dumont, L., 1991, Hierarchy Status and Power: The Caste System and its implications. In Dipankar Gupta (ed.), *Social Stratification* .Delhi: Oxford University Press, pp.471-491.
Cohn, B.S. 1996. *Colonialism and its forms of knowledge: The British in India,* Princeton: Princeton University Press.

Dreze, Jean and Amartya Sen. 2002. *India: Development and Participation*. Oxford: Oxford University Press.

Gangoli, Geetanjali. 2016. *Indian Feminism: Law, Patriarchies and Violence in India.* New York: Routledge.

Khilani, Sunil. 1998. *The Idea of India,* New York: Farrar Straus Giroux

Singer, Milton. 1972. *When a Great Tradition Modernizes*, Chicago: University of Chicago Press.

Bayly, C.A. 1988. *Indian Society and the Making of British Empire*. Cambridge: Cambridge University
Press

Madan, T.N. Religion in India, Daedalus, Vol. 118, No. 4, Another India (Fall, 1989), pp. 114-146.
Burghart, Richard, Renunciation in the Religious Traditions of South Asia, Man, New Series, V[ ]No. 4 (Dec., 1983), pp. 635-653.

SEMESTER I

Name of the Programme	Ph.D in Social Management
Course Title	Research Methodology and Research Ethics I (Qualitative research)
Type of Course	Core Courses
Course No and Course Code	SOM 603
Semester	I
Credits	2
Course Development Team	Dr. Sudeep Basu & Dr. M Roja Lakshmi

Pre-requisites for the Course: Besides giving a philosophical and historical orientation to qualitative research the course acquaint students with the various modes of conducting qualitative research and analyze data.

Course Objective:
The course seeks to place qualitative research within a theoretical and philosophical foundation.

On completion of the course, the students will be able to:

Unit-I	LO1	Acquaintance with philosophy of method
Unit-II	LO2	Historical understanding of research and traditions of qualitative research
Unit-III	LO3	Techniques of social research and application
Unit-IV	LO4	Understand various case studies and fieldwork

Note: LO- Learning Outcome

COURSE CONTENT
Unit I Philosophy and Ethics Positivism, Interpretivism, Phenomenology, Hermeneutics Ethics with respect to science and research, Intellectual honesty and research integrity, scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP) Moral philosophy, nature of moral judgments and reactions Publication ethics: definition, introduction and importance 2. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc. 3. Conflicts of interest 4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types 5. Violation of publication ethics, authorship and contributor ship
Unit II Methods Ethnography, Ethnomethodology, Dramaturgy, Participatory approach, Writing
Unit III Modes of analysing qualitative data Gathering documents/archives – diaries, letters, autobiographies, mass media, official, visuals. Conversation analysis

Grounded theory
Triangulation

Unit IV Select cases of research and practices of research ethics

Cases from different countries, Subject specific ethical issues, Conflicts of interest, complaints and appeals: examples and fraud from India and abroad. B. Software tools Use of plagiarism software like Turnitin, Urkund and other open source software tools

Reading List

Foucault, M. 1980. *Power/Knowledge: Selected Interviews and Other Writings 1972-1977.* New York: Pantheon.
Popper, Karl. 1992 (1959). *Logic of Scientific Discovery*. London: Routledge.
Heap, James L. and Phillip A. Roth, On Phenomenological Sociology: American Sociological Review, Vol. 38, No. 3 (Jun., 1973), pp. 354-367.
Denzin, Norman K and Lincoln Yvonna. 2005. The Sage Handbook of qualitative research. Sage publications.
Wolcott, Harry. 2009. Writing up qualitative research. Los Angeles: Sage publications.
Kindon, Sara Louise; Pain Rachel and Kesby, Mike. 2007. Participatory action research approaches and methods: connecting people, participation and place. London, New York: Routledge.
Bryman, A. 2001. *Social Research Methods.* Oxford: Oxford University Press.
Fetterman, D. 1989. *Ethnography: Step by Step*. London: Sage.
J. W. Heyink and TJ. Tymstra, The Function of Qualitative Research, Social Indicators Research, Vol. 29, No. 3 (Jul., 1993), pp. 291-305.
Bradley, Jana, Methodological Issues and Practices in Qualitative Research. The Library Quarterly, Vol. 63, No. 4, Symposium on Qualitative Research: Theory, Methods, and Applications (Oct., 1993), pp. 431-449.
Fox, Renee. 2004. Observations and Reflections of a Perpetual Fieldworker. *Annals of the American Academy of Political and Social Science* 595 (September), pp. 309-326.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	Research Methodology and Research Ethics II (Quantitative Techniques)
Type of Course	Core
Course No and Course Code	SOM 651
Semester	II
Credits	02
Course Development Team	Dr. M. Roja Lakshmi

Pre-requisites for the Course:
This course attempts to introduce basic elements of quantitative methods employed in social research. It begins with a discussion on the Social Research basis of understanding social phenomenon and proceeds with an examination of the applications of statistics in social research. As part of this course, various issues of measurement, collection, organization and understanding of quantitative data are discussed. Students are also expected to work out a small exercise in data collection, analysis and interpretation

Course Objective:
1. To understand the basic elements of Quantitative approaches in Social Research
2. To examine the role of Review of Literature, Methodology and Data Collection Techniques
3. To know the various issues of measurement and statistical analysis of quantitative data by MS Excel and SPSS
4. To be practiced the quantitative research report writing.

On completion of the course, the students will be able to:

Unit-I	LO1	To learn about data collection techniques
Unit-II	LO2	To learn about sampling different types and techniques
Unit-III	LO3	To learn installation of SPSS and tabulation
Unit-IV	LO4	Interpreting the data and writing the report

Note: LO- Learning Outcome

COURSE CONTENT

Unit I   Dimensions of Research in Social Sciences:
Basic and Applied (Evaluation, Action and Social Impact), Purpose of Research (Explore, Describe and Explain), Time Dimension in Research (Cross sectional. Longitudinal – Time Series, Panel, Cohort) and Case Study.

• Data Collection and Analysis Techniques: Quantitative Data (Experiment, Survey research, Nonreactive – Content analysis, secondary analysis, existing statistics)

Unit II Sampling techniques –
Meaning and various strategies of sampling (Non-Probability and Probability Sampling).

Instruments of data collection: Questionnaire and Interview Schedule
a) Questions as measures - nominal, ordinal, interval and ratio.
b) Types of questionnaire, steps in the construction of questionnaire, modes of administering Questionnaire.
c) Schedule: questions in the schedule as measures and use of schedule.

Unit III
Analysis of Quantitative Data: Dealing with Data, Descriptive statistics - Univariate, Bivariate and Multivariate statistics and inferential statistics - Hypothesis testing and non-parametric statistics. Computer aided statistical analysis of data: MS Excel and SPSS.

Unit IV
Ethical practices
Open access publications and initiatives, online resource to check publisher copyright & self-archiving policies, software tool to identify predatory publications developed by SPPU, journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal, indexing databases, citation databases: Web of Science, Scopus, etc. Research Metrics, Impact factor of journal as per Journal Citation Report, selective reporting and misrepresentation of data

Reading List

Bryman, Alan. 1988. *Quality and Quantity in Social Research.* London: Unwin Hyman.

Corbetta, Piergiorgio. 2003. *Social Research: Theory, Methods and Techniques.* New Delhi: Sage.

Eickhardt, Kenneth W. and Davis, M Erman. 1977. *Social Research Methods: Perspective, Theory and Analysis.* New York: Random House.

Elifson, Kirk W, Runyon, Richard P. and Haber, Audrey. 1990. *Fundamentals of Social Statistics.* New Delhi: McGraw-Hill.

Galtung, John. 1967. *Theories and Methods of Social Research.* London: Allen and Unwin.

Halfpenny, Peter. 1982. *Positivism and Sociology: Explaining Social Life.* London: George Allen and Unwin.

Manheim, Henry L. and Simon, Bradley A. 1977. *Sociological Research: Philosophy and Methods.* Illinois: The Dorsey Press.

Moser, Claus and Kalton, G. 1976. *Survey Methods in Social Investigation.* New Delhi: Heinmann.

W.Lawrence Neuman. 2006. Social Research Methods: Qualitative and Quantitative Approaches.
Pearson Publishers.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	Microfinance and Development
Type of Course	Optional
Course No and Course Code	SOM 671
Semester	II
Credits	2
Course Development Team	Dr. Litty Denis

Pre-requisites for the Course: This paper will enable the students to understand and analyse the concepts, methodologies and issues in Microfinance research. It will emphasise on the role of Microfinance as a tool for development of vulnerable masses in the society.		
Course Objective: To comprehend and investigate into various problem areas that can help microfinance gain a greater reach in the society and facilitate development.		
On completion of the course, the students will be able to:		
Unit-I	LO1	The students will be able to understand the issues of poverty, livelihood and microfinance.
Unit-II	LO2	The students will be introduced to the Indian financial system and the regulatory environment of microfinance.
Unit-III	LO3	The students will be acquainted with the operations of microfinance organisations and its management.
Unit-IV	LO4	The students will be gaining skills in research and analysis microfinance sector.

Note: LO- Learning Outcome

COURSE CONTENT
Unit I **Microfinance and Development** Livelihood pattern & Consumption pattern in poor households of India

Need for Microfinance

Growth of Microfinance Institutions in India

MFIs and Women Empowerment

Impact on Social and Economic Security

Contributions to Social Sector Development

Unit II
Microfinance Organisations and Indian Financial System

Understanding the Indian Financial System and Initiatives for Financial Inclusion

Legal forms of Micro Finance Organisations and Commercialization

Regulatory Environment

Unit III

Operational Aspects at Microfinance Organisations

Micro Finance: Products and Services

Microfinance Delivery Methodologies

Risk Management in Microfinance Institutions

Performance of Microfinance Institutions

Unit IV

Research and Analysis in Microfinance sector

Studies on Impact analysis of Microfinance sector

Gender perspectives and studies on empowerment

Cases on Microfinance

Reading List

Yunus, Muhammad. (1999). Banker to the Poor: Micro-Lending and the Battle Against World

Poverty. New York: Public Affairs.

Yunus, Muhammad. (2007). Creating a World without Poverty: Social Business and the

Future of Capitalism. New York: Public Affairs.

Panda, D.K. (2009). Understanding Microfinance, Wiley India.

Sriram, MS & Upadhyayulu, RS, (2003). The Transformation of Microfinance Sector in India: Experiences, Options & Future. IIM, Ahmedabad.

Robinson, M. S. (2001). The microfinance revolution: sustainable finance for the poor (Vol. 1). World Bank Publications.

Battilana, J., & Dorado, S. (2010). Building Sustainable Hybrid Organizations: The case of Commercial Microfinance Organizations. Academy of Management Journal, 53(6), 14191440.

Dichter, T. W. (1996). Questioning the future of NGOs in Microfinance. Journal of International Development, 8(2), 259-269.

Hermes, N., Lensink, R., & Meesters, A. (2011). Outreach and efficiency of microfinance institutions. World Development, 39(6), 938-948.

Karlan, D. S. (2001). Microfinance impact assessments: the perils of using new members as a control group. Journal of Microfinance/ESR Review, 3(2), 75-85.

Besley, T and S Coate (1995). "Group Lending, Repayment Incentives and Social Collateral". Journal of Development Economics, 46(1), 1-18.

Gangopadhyay, S, M Ghatak and R Lensink (2005): "Joint Liability Lending and the Pee. Selection Effect", Economic Journal, 115(506), 1005-15.

Roy, A. (2010). Poverty capital: Microfinance and the making of development. Routledge.

Ahmed J.U. et al. (2010). Microfinance in India: Issues and Challenges, DVS Publishers.

Akula, V. (2010) A Fistful of Rice: My Unexpected Quest to End Poverty Through Profitability . Boston , MA : Harvard Business Review Press.

Sriram, M.S. & Fisher, T. (2002). Beyond Micro-Credit: Putting Development Back into Microfinance. Vistaar Publications.

Johnson, S., & Rogaly, B. (1997). Microfinance and poverty reduction. Oxfam Publications.

Morduch, J. (1998). Does microfinance really help the poor? New evidence from flagship programs in Bangladesh. Research Program in Development Studies, Woodrow School of

Public and International Affairs.

Ghate, P. (2007). Indian Microfinance: The challenges of rapid growth. Sage Publications Pvt. Ltd.

Zeller, M., & Meyer, R. L. (2002). The triangle of microfinance: financial sustainability, outreach, and impact. Johns Hopkins University Press.

Copestake, J. (2007). Mainstreaming microfinance: social performance management or mission drift? World Development, 35(10), 1721-1738.

Malegam, Y H (2011). "Report of the Sub-Committee of the Central Board of Directors of Reserve Bank of India to Study Issues and Concerns in the MFI Sector", Committee report. RBI.

Ministry of Finance (2011): "The Micro Finance Institutions (Development and Regulation) Bill, 2011", The Ministry of Finance, Government of India.

Drake, D. and E. Rhyne (Ed.) (2001), The Commercialisation of Microfinance: Balancing Business and Development, Kumarian Press, West Hartford, pp. 269-291.

Wright, G. A. (2000). Microfinance systems: Designing quality financial services for the poor. London: Zed books.

Mersland, R., & Oystein Strom, R. (2009). Performance and governance in microfinance institutions. Journal of Banking & Finance, 33(4), 662-669.

Morduch, J. (1999). The role of subsidies in microfinance: evidence from the Grameen Bank. Journal of development economics, 60(1), 229-248.

Sriram, M.S. (2010) 'Commercialization of Microfinance in India: A Discussion of the Emperor's Apparel', Economic and Political Weekly XLV(24): 65–73.

Government of Andhra Pradesh (2010): "An Ordinance to Protect the Women Self-Help Groups from Exploitation by the Micro Finance Institutions in the State of Andhra Pradesh and for the Matters Connected Therewith or Incidental Thereto", State Government of Andhra Pradesh.

State of the Sector reports published by various institutions RBI, NABARD etc.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	Migration and Development
Type of Course	Optional
Course No and Course Code	SOM 672
Semester	II
Credits	2
Course Development Team	Dr. Sudeep Basu

Pre-requisites for the Course: This course will enable a wide-ranging exploration of both the direct and indirect relationships between governance, development, conflicts and migration. How does the governance of migration intersect with other areas of development, such as identity, gender, sexuality, and ethnicity? What can be said about the rights regime which both contribute to and detract from the protection of migrants? Do discourses on development and policies of 'Good Governance' help to stabilize situations and thereby contribute towards 'durable solutions' and a reduction in forced migration, or can they be better understood as a direct or indirect cause of it? In addressing these questions, this course would initiate discussions into the causes, perpetuations, meanings and practices of migration, state, new socialities and citizenship.

Course Objective: This course seeks to understand the intersections between migration and development from a governance perspective. How governing migration itself produces migrant subjects.

On completion of the course, the students will be able to:

Unit-I	LO1	Linkages between migration and development
Unit-II	LO2	Familiarization with governing migration
Unit-III	LO3	Historical case studies and techniques in migration research
Unit-IV	LO4	Debates and solutions to migration and development issues

Note: LO- Learning Outcome

COURSE CONTENT
Unit I Introduction: Conceptual categories of migration and development
Unit II Governance and the Rights regime: International and Domestic State, Civil Society and Migrants

Migrants and Markets

Unit III
Diasporas and development

Unit IV
Migrants, State and Citizenship: Select cases

Reading List

Bauer, T., G. S. Epstein, and L. N. Gang. 2000. *What are migrant networks*. Bonn: IZA, Discussion paper 200.

Binford, L. 2003. Migrant remittances and (under)development in Mexico. *Critique of Anthropology* 23:305-336.

Böcker, A. 1994. Chain Migration over Legally Closed Borders: Settled Migrants as Bridgeheads and Gatekeepers. *Netherlands' Journal of Social Sciences* 30:87-106.

Böhning, W. R. 1994. Helping Migrants to Stay at Home. *Annals of the American Academy of Political and Social Science* 534:165-177.

Boyd, M. 1989. Family and Personal Networks in International Migration: Recent Developments and New Agendas. *International Migration Review* 23:638-670.

Carling, J. 2002. Migration in the age of involuntary immobility: theoretical reflections and Cape Verdean experiences *Journal of Ethnic and Migration Studies* 28:5-42.

Castles, S. 2004. The Factors that Make and Unmake Migration Policies. *International Migration Review* 38:852-884.
—. 2008. *Understanding Global Migration: A Social Transformation Perspective*. Paper presented at IMSCOE Conference on Theories of Migration and Social Change St Anne's College, University of Oxford, 1-3 July 2008.

Castles, S., and M. J. Miller. 2003. *The Age of Migration*, Second revised and updated edition (1998) edition. Houndmills, Basingstoke, Hampshire and London: MacMillan Pres ltd.
Choldin, H. M. 1973. Kinship Networks in the Migration Process. *International Migration Review* 7:163-176.
De Hass. 2010. Migration and Development: A theoretical perspective. *International Migration Review* 44
Mabogunje, A. L. 1970. Systems Approach to a Theory of Rural-Urban Migration. *Geographical Analysis* 2:1-18.
Stoller, P. 1996. Spaces, Places, and Fields: The Politics of West African Trading in New York City's Informal Economy. *American Anthropologist* 98:776-788.

Taylor, J. E. 1986. "Differential Migration, Networks, Information and Risk," in *Migration theory, human capital and development*, vol. 4. Edited by O. e. Stark, pp. 147-171. Greenwich, Conn.: JAI Press.

—. 1999. The new economics of labour migration and the role of remittances in the migration process. *International Migration* 37:63-88.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	Law, Society and access to Justice
Type of Course	Optional
Course No and Course Code	SOM 673
Semester	II
Credits	2
Course Development Team	Dr. Sudeep Basu

Pre-requisites for the Course: Law conceived in doctrinal terms and in terms of practice if located in a social and historical context. This course seeks to bring out this facet of law's status and operations, in as much as it impacts the non-legal sphere of human life and is in turn impacted by it. This course would explore the role of legal-rational reasoning as a form of legitimation within our political system and the role of law in shaping our word-view and ethics. The role of law as an ideology which reinforces a system of power relations within society will be probed. Several key assumptions inform the discourse on law as a tool of social empowerment. A primary assumption is about the notion of 'justice' and the accessibility of justice. The onerous task of legal empowerment of the marginalized must begin by interrogating the processes by which those who are dispossessed can access substantive justice. While unpacking the discourse on access to justice, this course will acquaint students with different politico-jural regimes where violence and exclusion are central to the crafting of judicial reforms and societal transformations.

Course Objective: The course seeks to place law within a social context in order to give meaning to law's function in society. Students would understand the relevance and limits of law and use it for bringing about desired social change.

On completion of the course, the students will be able to:

Unit-I	LO1	Debates on Law and society
Unit-II	LO2	Theoretical issues on Justice and public spheres
Unit-III	LO3	Acquainted with Law, Ideology and Society issues
Unit-IV	LO4	Know about cases related to law, justice and marginality

Note: LO- Learning Outcome

COURSE CONTENT
Unit I Social science and law Law and its Other Legal systems Law and history Law and Goverance Comparative law

Thinkers on law: Roscoe Pound, Georges Gurvitch, Max Weber, Durkheim, Marx, Neo-Marxists, Habermas

Unit II
Legal institutions and social justice issues: Identifying gaps

Unit III
Rule of law, democracy and markets

Unit IV
Select cases laws on social issues in India

LAA act
Gender discrimination
Anti-discrimination laws
Organizational laws
Anti-cow slaughter laws
Anti-conversion laws
Labour laws

Reading List

Foucault, M. 1980. *Power/Knowledge: Selected Interviews and Other Writings 1972-1977*. New York: Pantheon.

Abel, Richard L., ed. *The Law and Society Reader*. New York: New York University Press, 1995.

Burnett, D. Graham. *A Trial by Jury*. New York: Vintage Books, 2002.

Carter, Leif, and Tom Burke. *Reason in Law*. 6th ed. New York: Longman, 2001.

Ewick, Patricia, and Susan S. Silbey. *The Common Place of Law: Stories From Everyday Life (Language and Legal Discourse)*. Chicago: University of Chicago Press, 1998.

Harr, Jonathan. *A Civil Action*. New York: Vintage Books, 1996.

Sutton, John. *Law/Society: Origins, Interactions, and Change*. Thousand Oaks, CA: Pine Forge, 2001.

Thompson, E. P. "The Rule of Law." In *The Essential E. P. Thompson*. Edited and Introduced by Dorothy Thompson. New York: The New Press, 2001, pp. 130-137.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	Corporate Social Responsibility& Social Accountability
Type of Course	Optional
Course No and Course Code	SOM 674
Semester	II
Credits	2
Course Development Team	Dr. Litty Denis

Pre-requisites for the Course: None	
Course Objective: • To understand and gain insights on fundamental concepts and practices of Corporate Social Responsibility. • To develop skills relevant to researching on efficient management of CSR initiatives in organizations. • To delve upon approaches and issues of social accountability and interrogate the phenomenon of social accountability in India.	

On completion of the course, the students will be able to:

Unit-I	LO1	The students will be introduced to the theory and legal environment of CSR.
Unit-II	LO2	The students will understand the role of various institutions in CSR.
Unit-III	LO3	The students will be discussing the future trends of CSR and various frameworks of rating CSRs.
Unit-IV	LO4	The students will be introduced to social accountability.

Note: LO- Learning Outcome

COURSE CONTENT
Unit I   History of CSR in India; Levels of CSR; CSR Rules; Companies Act; Stewardship Theory   vs. Stakeholders Theory in CSR
Unit II   Forms of Organisations and Legal implications; Role of various institutions in CSR; Case   Studies in CSR
Unit III   Creating CSR Frame work; Framework for Rating Corporate Social Responsibility; Taxation   Issues & CSR; CSR Sustainability and Its Challenges; Global CSR and the Indian Saga;   Future trends in CSR; Scope of Research in CSR

Unit IV

Approaches of Social Accountability; Social Accountability-role of civil society; Problems and prospects of Social Accountability in India; Research studies in Social Accountability.

Reading List

Chatterji, Madhumita. 2011. Corporate Social Responsibility, Oxford University Press, New Delhi.

Agarwal, K. Sanjay. 2008. Corporate Social Responsibility in India, SAGE, New Delhi.

Werther, B. William & Chandler, David (2010), Strategic Corporate Social Responsibility, SAGE Publications, New Delhi.

Bhattacharya, C.B. 2011. Leveraging CR: The Stakeholder Route to Maximizing Business and Social Value, Cambridge Press.

Porter, Michael. 2011. Creating Shared Value, Harvard Business Review January – February.

G4 Sustainability Reporting Guidelines – Reporting Principles and Standard Disclosures.

Pricewaterhouse Coopers, 2013 Handbook on Corporate Social Responsibility in India.

Crane, A., Matten, D., Spence, L. 2009. Corporate Social Responsibility: Readings and Cases in a Global Context, Routledge.

Mishra SS. 2009. Social Accountability in Global Supply Chain Management, Taxmann Publications.

Shukla, Archana. and Srinivasan, R. 2005. Lokvani: A case of public private partnership in e-governance, Indian Institute of Management Lucknow.

Also refer websites and articles/ case studies as prescribed in the class during the course of the sessions.

Name of the Programme	Ph.D in Social Management
Course Title	**Institutions, Governance and Justice**
Type of Course	**Optional**
Course No and Course Code	**SOM 675**
Semester	**II**
Credits	**2**
Course Development Team	**Dr. Sony Kunjappan**

Pre-requisites for the Course: This course examines the conceptualisation of Institutions, its functions and design. It further looks at the concept of Governance, different ways of thinking of Governance and the role of state, reforming the state, state and market and state and civil society. As Justice is to be central to any Institutions and its governance, this course tries to look at the theories of Justice from Utilitarism, Libertarianism, Property rights, Kant, Rawls and Sen. It also touches upon Distributive Justice and Affirmative action. The course concludes with the linkages between Institutions, Governance and Justice and the questions/perspectives that arises in understanding them.

Course Objective: The objective of the course is to build in a theoretical framework for the learners in terms of the research they engage with and explore their research settings, its Institutions, Governance and the approach to Justice. It also helps the learner to understand the related concepts and explore the linkages between Institutions, Governance and Justice.

The purpose of this course is to critically look at Institutions, through various approaches, specifically the citizens' perspective, the issues of gender, representations, breaking down barriers to citizen self-governance and how the governance work? It sees through the relationship between state market (demands) and civil society. The learners are introduced through various conceptualisation of Justice and thus help him to interpret through these understanding of Justice, these Institutions and the way it is being governed. It also helps the learner to under the existing institutions designs and analyses through various approaches of Institutionalism, the gaps and proposes better institutional arrangements for better service delivery for its citizens.

On completion of the course, the students will be able to:

Unit-I	LO1	The students will be introduced to Institutions and Issues in Institutional Design
Unit-II	LO2	The students will be introduced to Governance – Concept, State, its linkages and reforms
Unit-III	LO3	The students will be introduced to Justice- Concept and Access
Unit-IV	LO4	The students will be introduced to Linkage between Institutions, Governance and Justice

Note: LO- Learning Outcome

COURSE CONTENT
Unit I   **Institutions and Issues in Institutional Design**   What are Institutions; Approaches to Institutions; Rules Vs Discretion; Statutory Autonomy; Transparency Vs Effectiveness; Incentive Structures; India's Public Institutions: Design and Performances?
Unit II   **Governance – Concept, State, its linkages and reforms**   Concept of Governance; Critical Approaches to Governance; Rational Choices and Collective Choice; New Institutionalism; State and Society- Autonomy, Strength and Weakness; State and Civil Society; State and Markets; New Public Management and its critique; Transparency and Accountability; Rule of Law.
Unit III   **Justice- Concept and Access**   Conception of Justice- Utilitarianism- *Jermy Bentham, John Stuart Mill*; Libertarianism- *Milton and Rose Friedman, Robert Nozick, Friedrich A Hayek*; Property Rights- *John Locke*; Freedom as Autonomy- *Immanuel Kant*; Justice as Fairness- *John Rawls*; Idea of Justice- *Amartya Sen*; Justice and Virtue- *Aristotle*; Access to Justice- Distributive Justice- *Equality and Entitlement*, Affirmative Action, Nancy Fraser on Race, Feminism, Charles Taylor on Recognition.
Unit IV   **Linkage between Institutions, Governance and Justice**   Institutions and Governance - Oliver Williamson and Elinor Ostrom; Good Governance; Perspectives – Neo-liberal, Human Development and Human Rights; features of Good Governance; people centric governance; linkage between Institutions, Governance and Justice.
Reading List   Abrahamsen, R (2000), *Disciplining Democracy: Development Discourse and Good Governance in Africa.* London: Zed Books (Chapter 1-3).   Barzelay, Michael (2000), How to argue about the New Public Management, *International Public Management Journal,* 2(2) (A), pp. 183-226.   Burnier, DeLysa. (2003). Finding a voice: Gender and Subjectivity in Public Administration research and writing, Administrative Theory and Praxis, Vol. 25, Issue 1,37-60.   Brunsson, N. and Olsen, J.P. (eds) (1993) Organizing Organizations. Bergen: Fagbokforlaget.   Brunsson, N. and Olsen, J.P. (1997), *The Reforming Organization*. Bergen: Fagbokforlaget.   Burchell, Graham. Gordon, Colin and Peter, Miller. (1991). The Foucault Effect: studies in Governmentality, Chicago, University of Chicago Press.   Chhotray, V. and Stoker, G. (2009), *Governance Theory and Practice: A Cross-Disciplinary*

Approach. London: Palgrave Macmillan (Chapter 1-2).

Christensen, Tom and Laegreid, Per (2002), Symposium on Accountability, Publicity and Transparency New Public Management: Puzzles of Democracy and the Influence of Citizens, The Journal of Political Philosophy, vol. 10 (3), pp. 267-295.

Corbridge. S et.al. (2005). Seeing the State: Governance and Governmentality in India. Cambridge University Press.

Doornbos, M.(2001). Good Governance: The rise and decline of a policy metaphor?, Journal of Development Studies, 37(6), 93-108.

Douglas, M. (1982) *How Institutions Think*. Berekely: University of California Press.

Earl, P. E. & Jason P. (2011), 'A Nobel Prize for Governance and Institutions: Oliver Williamson and Elinor Ostrom', *Review of Political Economy*. 23 (1), pp. 1-24 (January).

Evans, P (1995). Embedded Autonomy: States and Industrial Transformation. Princeton: Princeton University Press. (Chapter 1 and 10)

Fischer, F and Forrester, J (1993). The Argumentative Turn in Policy Analysis and Planning. London: Duke University Press.

Foucault, M. (1991), "Governmentality". In Burchell, G., Gordon C. and Miller, P. (eds.) *The Foucault Effect: Studies in Governmentality*. London: Harvester Wheatsheaf.

Guhan, S. (1998), "World Bank on Governance: A Critique." *Economic and Political Weekly,* 33 (4), pp. 185-190.

Graeber, David. (2015). The utopia of rules: on technology, stupidity and the secret Joy of Bureaucracy.London, Melville House Publication.

Hood, Christopher (1991), A Public Management for All Seasons? *Public Administration*, 69.1(spring), 3-19.

Jayal, N.G. (1997), "The Governance Agenda: Making Democratic Development Dispensable." *Economic and Political Weekly*, 32 (8), pp. 407-412.

Jepperson, R.L. (1991), 'Institutions, institutional effects and institutionalism' in *The new*

institutionalism in organizational analysis. W.W. Powell, and P.J. DiMaggio (eds). Chicago: The University of Chicago Press, pp. 143-163.

Jun, S John (2001). Rethinking Administrative Theory: The challenge of the new century. Praeger Publishers.

Kapur, D. and Mehta, P.B. (eds.) (2004), *India's Public Institutions*. Delhi: Oxford University Press.

Kapur, Devesh and Mehta, Bhanu Pratap. (2005), 'Public Institutions in India: Performance and Design, Oxford, University Press.

Kohli, A (2004). State Directed Development: Political Power and Industrialization in the Global Periphery, Cambridge, Cambridge University Press.

Kunjappan, S. (2017), 'Indian Police Training Institutions, Universities, and Other Stakeholder Partnerships: Towards a Matrix Model for Better Policing' in Scott W. Phillips and Dilip K. Das (eds.) *Change and Reform in Law Enforcement: Old and New Efforts from Across the Globe.* CRC Press: Taylor and Francis Group: New York.

Kunjappan, S. (2017), 'Policing by consent: Exploring the possibilities of functional linkage between local police station and panchayat' in John A Eterno, Arvind Verma, Mintie Das and Dilip K. Das (eds.) *Global Issues in Contemporary Policing.* CRC Press: Taylor and Francis Group: New York.

Kunjappan, S. (2012), Governance of In-service Training Process and Procedures. Palm Leaf Publications: New Delhi.

Knight, J. (1992), *Institutions and Social Conflict*. Cambridge: Cambridge University Press.

Lægreid, P. And Roness, P.G. (1999), 'Administrative reform as organized attention', in M. Egeberg and P. Lægreid (eds), *Organizing Political Institutions*. Oslo: Scandinavian University Press. pp. 301-29.

Leftwich, A. (1994), "Governance, State and Politics of Development." *Development and Change*, 25(2), pp. 363-86.

Lukes, S. (1974), *Power: A radical view*. London: Macmillan.

Maguire, S., C. Hardy, and T.B. Lawrence (2004), 'Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada'. *Academy of Management Journal* vol. 47, pp. 657-679.

March, J.G. and Olsen, J.P. (1989), *Rediscovering Institutions*. Cambridge: Cambridge University Press.

Mathur, Nayanika. (2016), Law Bureaucracy and the developmental State in Hymalayan India. Cambridge University Press.

North DC (1990a), *Institutions, institutional change, and economic performance*. Cambridge: Cambridge University Press.

North, D. (1990), *Studies in Institutional Change*. Cambridge: Cambridge University Press.

North D.C. (1991), 'Institutions', *The Journal of Economic Perspectives*. 5 (1). pp. 97-112 (Winter).

Oliver, C. (1992), 'The antecedents of deinstitutionalization', *Organization Studies*, vol. 13 (4), pp. 563-88.

Olsen, J.P. (2010), *Governing Through Institution Building. Institutional Theory and Recent European Experiments in Democratic Organization.* Oxford: Oxford University Press.

Olson, M. (1965), *The Logic of Collective Action*: Public Good and the Theory of groups. Cambridge: Harvard University Press.

Pierre, J and Peters, B G.(2000). Governance, Politics and the State. London: Macmillian.

Pierre, J.(2000). Debating Governance: Authority, Steering and Democracy, Oxford University Press.

Poole, Deborah and Das Veena.(2004).Anthropology in the margins of the state, School of American Research Press.

Powell, W.W. and DiMaggio, P.J. (eds) (1991), *The New Institutionalism in Organizational Analysis.* Chicago: University of Chicago Press.

Powell, W.W., and P.J. DiMaggio (1991), *The new institutionalism in organizational analysis*, Chicago: The University of Chicago Press.

Putnam, R. (1992), *Making Democracy Work*. Princeton: Princeton University Press.

Sandel. J Michael. (2007), *Justice: A Reader*, Oxford University Press.

Schotter, A. (1981), *The Economic Theory of Social Institutions*. Cambridge: Cambridge University Press.

Schumpeter, J.A. (1942), *Capitalism, socialism, and democracy*. New York: Harper and Brothers.

Scott, J (1998). Seeing like a State: How Certain Schemes to Improve the Human Condition Have Failed. New Haven: Yale University Press. *(Chapter on Introduction and Conclusion)*

Scott, R. (1995), *Institutions and organizations*. Thousand Oaks, CA: Sage.

Sen, Amratya, (2010), *The idea of Justice*, Belknap Press: Harvard University.

Smirell, King Cheryl and Stivers, Camilla. (1998). Government is us: Public Administration in an anti-government era, London, Sage.

Selznick, P. (1948), 'Foundations of the theory of organization', *American Sociological Review*, vol.13 (1), pp. 25-35.

Shafritz, Jay.(2007). Defining Public Administration. New York, Routledge Publications.

Shane, S., and S. Venkataraman (2000), 'The promise of entrepreneurship as a field of research'. *Academy of Management Review*, vol. 25, pp. 217-226.

Stivers, Camilla (2007) Feminist Theory of Public Administration in Shafritz Jay (ed), *Defining Public Administrative Theory*. New York, Routledge Publications.

Suchman, M.C. (1995), 'Managing legitimacy - strategic and institutional approaches'. *Academy of Management Review*, vol. 20, pp. 571-610.

Williams, D. and Young, T. (1994), "Governance, the World Bank and Liberal Theory." *Political*

Studies, vol. 42(1), pp. 84-100.

Williamson, O. (1975), *Markets and Hierarchies*. New York: Free Press.

Williamson, Oliver E. (1979), The Transaction Cost Economics: The Governance of Contractual Relations, *Journal of Law and Economics*, 22 (Oct), pp. 233-61.

Williamson, Oliver E (1981), The modern Corporation: Orgins, Evolution, Attributes, *Journal of Economic Literature.*

Williamson OE (2005), *The economics of governance*. Am Econ Rev, vol. 95(2), pp. 1-18.

Wilson, J.Q. (1988), *Bureaucracy*. New York: Basic Books.

SEMESTER II

Name of the Programme	Ph.D in Social Management
Course Title	**Administrative Reforms and New Public Management**
Type of Course	**Optional**
Course No and Course Code	**SOM 676**
Semester	**II**
Credits	**2**
Course Development Team	**Dr. Sony Kunjappan**

Pre-requisites for the Course: The course discusses about Administrative reforms, Good Governance, New Public Management and the different ways of re-defining Governance. It concludes with the action plan towards effective and responsive Governance for better service delivery to its citizens.

Course Objective: The objective of this course is for researchers who engages in research on Administrative Reforms, New Public Management and Governance to have an in-depth understanding of the broader concepts, issues and related commissions and committees on the same. It also helps the learner to analyse and look towards improved Governance structures towards better service delivery to

its citizens.

The purpose of the course is to introduce the learners to the various administrative reforms, recommendations, committees and help them to re-think public administration towards innovation, knowledge transfer, ethics, policy making, thereby helping them to explore the significance and various trends, challenges in public administration towards overall effectiveness to serve their purpose efficiently. It also critically looks at voices from difference perspectives, especially the gender, marginalised and their representations and how discourses, deliberative democracy and new governance could help better address the concerns and incorporate in reforms.

On completion of the course, the students will be able to:		
Unit-I	LO1	The student will be introduced to Administrative Reforms
Unit-II	LO2	The student will be introduced to Good Governance
Unit-III	LO3	The student will be introduced to New Public Management and Redefining Governance
Unit-IV	LO4	The student will be introduced to Action Plan towards effective and responsive Governance

Note: LO- Learning Outcome

COURSE CONTENT

Unit I
Administrative Reforms
Meaning and Definition; Levels of Reforms; Guidelines for Administrative Reforms; Issues, Approaches and Types of Administrative Reforms; Reports and Recommendations of Committees and Commissions on Administrative Reforms since independence- with specific focus on 2nd Administrative Reforms Commission Reports.

Unit II
Good Governance
Defining Good Governance; Perspectives- Neo-liberal, Human Development and Human Rights; Civil Society and Market; Rule of Law; Accountability; Transparency; Participation; Inclusiveness; Right to dissent; People's Control; People Centric Governance.

Unit III
New Public Management and Redefining Governance
New Public Management- its origin, characteristic and principles; NPM – Objectives and Criticism; Redefining Governance- Catalytic Governance; Community Owned Government; Customer Driven Government; Enterprising Government; Decentralised Government; Market Oriented Government; NPM and its International Experiences- UK and US.

Unit IV
Action Plan towards effective and responsive Governance
Accountability and Citizen Friendly Governance; Transparency and Right to Information; Improving the performances of Public Services; Way forward towards better Governance.

Reading List

Anderson, K S. (2001) "National, International and Transnational Constructions of New Public Management." In Christensen T. and Laegreid, P. (eds.) *New Public Management*, USA: Ashgate, pp. 43-72.

Baghel, C.L and Kumar Yogendra (2006) *Good Governance: Concept and Approaches*, Kanishka Publishers, New Delhi.

Barzelay, Michael (2000) How to argue about the New Public Management, *International Public Management Journal,* 2(2) (A), 183-226.

Barzelay, Michael. (2001) *The New Public Management: Improving Research and Policy Dialogue*. University of California Press.

Bates, R.H. (1998) "Institutions as Investments," In Silvio Borner and Maltin Paldam. (eds.) *The Political Dimension of Economic Growth*. New York: St. Martin's Press Inc.

Boston, J. (1991) "The Theoretical Underpinnings of Public Sector Restructuring in Zew Zealand," In Boston, J. (ed.) *Reshaping the State: New Zealand's Barcurahi Revolution*. Auckland: Oxford University Press.

Burchell, Graham. Gordon, Colin and Peter, Miller. (1991). The Foucault Effect: studies in Governmentality, Chicago, University of Chicago Press.

Burnier, DeLysa. (2003). Finding a voice: Gender and Subjectivity in Public Administration research and writing, Administrative Theory and Praxis, Vol. 25, Issue 1,37-60.

Caiden, G. E. (1969) *Administrative Reforms*. Allen Lane: The Penguin Press.

Christensen, Tom and Laegreid, Per (2002) Symposium on Accountability, Publicity and Transparency New Public Management: Puzzles of Democracy and the Influence of Citizens, *The Journal of Political Philosophy*, vol. 10(3), pp. 267-295.

Corbridge. S et.al. (2005). Seeing the State: Governance and Governmentality in India. Cambridge University Press.

DFID (1997) *Eliminating World Poverty: A Challenge for the 21st Century*. White Paper, London: Department for International Development.

Evans, P (1995). Embedded Autonomy: States and Industrial Transformation. Princeton:

Princeton University Press. (Chapter 1 and 10)

Farazmand, A. (1999) "Globalization and Public Administration." *Public Administration Review*, 59 (6), pp. 509-522.

Fifth Pay Commission (1998) *Report of the Fifth Central Pay Commission (As accepted)*. New Delhi: Creative Arts Private Limited.

Fischer, F and Forrester, J (1993). The Argumentative Turn in Policy Analysis and Planning. London: Duke University Press.

Flynn, N. (1993) *Public Sector Management*, 2nd edn. London: Harvestor & Wheatsheaf.

Gore, A. (1993) *Creating a Government that works better and costs less: The Report of the National Performance Review*. New York: US Government Printing Press.

Graeber, David. (2015). The utopia of rules: on technology, stupidity and the secret Joy of Bureaucracy.London, Melville House Publication.

Hood, Christopher (1991) A Public Management for All Seasons? *Public Administration*, 69. (1) (spring), pp. 3-19.

Jun, S John (2001). Rethinking Administrative Theory: The challenge of the new century. Praeger Publishers.

Kapur, Devesh and Mehta, Bhanu Pratap (2005) *Public Institutions in India: Performance and Design*, Oxford University Press: New Delhi.

Kohli, A (2004). State Directed Development: Political Power and Industrialization in the Global Periphery, Cambridge, Cambridge University Press.

Kunjappan, S. (2017) 'Policing by consent: Exploring the possibilities of functional linkage between local police station and panchayat' in John A Eterno, Arvind Verma, Mintie Das and Dilip K. Das (eds.) *Global Issues in Contemporary Policing*. CRC Press: Taylor and Francis Group: New York.

Kunjappan, S. (2017) 'Indian Police Training Institutions, Universities, and Other Stakeholder Partnerships: Towards a Matrix Model for Better Policing' in Scott W. Phillips and Dilip

K. Das (eds.) *Change and Reform in Law Enforcement: Old and New Efforts from Across the Globe.* CRC Press: Taylor and Francis Group: New York.

Kunjappan, S. (2012) *Governance of In-service Training Process and Procedures*. Palm Leaf Publications: New Delhi.

Kunjappan, S. (2015) *Local Self Governance and Policing*; Bureau of Police Research and Development, Ministry of Home Affairs, New Delhi.

Leemans, A. F. (1972) "Aspects of Administrative Change and Reform." In Rothwell, K.J. (ed.) *Administrative Issues in Developing Economies*. London: Lexington Books.

Mander, Harsh and Asif, Mohammed. (2004) '*Good Governance Resource Book'*, Books for Change, Bangalore, India.

Mansbridge, J. (1990) *Beyond Self-Interest.* Chicago: Chicago University Press.

Mansbridge, J. (1992) "Public Spirit in Political Systems" In Aaron, H.J. et al, (eds.) *Values and Public Policy*. Washington: The Brookings Institution.

Mathur, K. (2001) "Strengthening Bureaucracy: State and Development in India". In Jayal, N.G. and Pai, S. (ed.) *Democratic Governance in India: Challenges of Poverty, Development and Identity*. New Delhi: Sage Publications.

Mathur, K. (2003) "Privatization as Reform: Liberalization and Public Sector Enterprises in India." In Mahajan, G. (ed.) *The Public and the Private: Issues of Democratic Citizenship.* New Delhi: Sage.

Mathur, Nayanika. (2016), Law Bureaucracy and the developmental State in Hymalayan India. Cambridge University Press.

Mbaku, J. M. (1999) "Democratization and the Crisis of Policy Reform in Developing Countries. In Kimenyi, M.S. and Mbaku, J.S. (eds.) *Institutions and Collective Choice in Developing Countries*. Ashgate.

Medury, U (2010), *Public Administration in the Globalisation Era: The New Public Management perspectives,* Orient Black Swan.

Minister, P. (1994) *The Civil Service: Continuity and Change*. London: HMSO.

Obsorne, D. and Gaebler, T. (1992) *Reinventing Government*. Reading. MA: Addison Wesley.

OECD (1995) *Governance in Transition: Public Management Reforms in OECD Countries*. Paris: OECD.

OECD (1996) *Performance Auditing and the Modernization of Government*. Paris: OECD.

Peters, B.G. (2001) *The Future of Governing*. Lawrence: University of Kansas Press.

Pierre, J and Peters, B G.(2000). Governance, Politics and the State. London: Macmillian.

Pierre, J.(2000). Debating Governance: Authority, Steering and Democracy, Oxford University Press.

Pigou, A.C. (1920) *The Economics of Welfare*. London: Macmillan.

Pollitt, C. (1990) *Managernalism and the Public Services*. Oxford: Basil Blackwell.

Pollitt, C. and Bouckaert G. (2000) *Public Management Reform: A Comparative Analysis*. Oxford: Oxford University Press.

Poole, Deborah and Das Veena.(2004).Anthropology in the margins of the state, School of American Research Press.

Scott, J (1998). Seeing like a State: How Certain Schemes to Improve the Human Condition Have Failed. New Haven: Yale University Press. *(Chapter on Introduction and Conclusion)*

Singh, A. (2005) "Indian Administrative Theory: Context and Epistemology." *Administrative Theory & Praxis,* 27(1), pp. 51-80.

Shafritz, Jay.(2007). Defining Public Administration. New York, Routledge Publications.

Smirell, King Cheryl and Stivers, Camilla. (1998). Government is us: Public Administration in an anti-government era, London, Sage.

Stivers, Camilla (2007) Feminist Theory of Public Administration in Shafritz Jay (ed), *Defining Public Administrative Theory*. New York, Routledge Publications.

UNDP (1995) Public *Sector Management: Governance and Sustainable Human Development*. New York: UNDP.

Weingast, B. (1992) *The Economic Role of Political Institutions.* Stanford: Hoover Institution: Stanford University.

Reports

First and Second Administrative Commission Reports, Government of India.

SEMESTER II

Name of the Programme	**Ph.D in Social Management**
Course Title	**Criminal Justice Social Work (CJSW) and Policy**
Type of Course	**Optional**
Course No and Course Code	**SOM 677**
Semester	**II**
Credits	**2**
Course Development Team	**Dr. Sony Kunjappan**

Pre-requisites for the Course: The course on Criminal Justice Social Work and Policy critically examines the influence of social work within the Indian Criminal Justice and its related problems. It further brings in the primary methods in social work in the context of criminal justice settings – police, correctional services and juvenile justice. It also looks at the criminal justice social work education and professional training in India and the way forward through the analysis of policies in the above criminal justice settings.

Course Objective: This course is specifically designed for those researchers who are broadly engaging with criminal justice social work- settings, in terms of Police, Correctional Services and Juvenile Justice. The learners would be able to understand the issues and problems related to Criminal Justice

Social Work, the practices in working with these criminal justice settings and the policies and reforms related to its implementation, evaluation and analysis.

The purpose of this course is to introduce the learners the understanding of issues within the existing criminal justice and to critically look at through various approaches in terms of the representations, gender, the perspective from 'inside these settings', so that through research and data, better institutional arrangements with a 'humane touch' could be developed, especially to those from (victims perspectives) within these criminal justice settings – such as police, correctional services and juvenile justice.

On completion of the course, the students will be able to:		
Unit-I	LO1	The student will be introduced to Foundational Framework of CJSW, Concepts and Problems
Unit-II	LO2	The student will be introduced to Primary Methods in Criminal Justice Social Work
Unit-III	LO3	The student will be introduced to Criminal Justice Social Work Practices in field settings
Unit-IV	LO4	The student will be introduced to CJSW- Policy, its Implementation Evaluation and Analysis

Note: LO- Learning Outcome

COURSE CONTENT
Unit I **Foundational Framework of CJSW, Concepts and Problems** Influence of Social Work in Indian Criminal Justice; Historical background of Criminal Justice (CJ) in India; Features and Problems of CJ; Policies on Criminal Justice; Components of Criminal Justice; Issues in coordination and problems faced.
Unit II **Primary Methods in Criminal Justice Social Work** *Social Case Work:* definition, relevance; Principles of case work; Components of social case work – Person, Place, Problem, Professional and Process – study, diagnosis and treatment. Practice in different settings - hospitals, schools, industry, correctional institutions and family. Techniques of case work. *Groups Work:* Working with the groups – Group work as a method; values and Principles, skills in group work. Group work process, techniques of group work, use of group work in different fields of social work. *Community organization:* Definition and scope as a method in relation to other methods of social work, Principles of community organization; Skills of community organization practitioner.
Unit III **Criminal Justice Social Work Practices in field settings** Police Social Work; Correctional Social Work; Social Work interventions in Juvenile settings; Reviving Criminal Justice Social Work through probation; Supporting and Assisting victims of Crime. Introduction; objectives of social intervention in police station; Basic Understanding on

registration of FIR and related procedures; working with groups coming to police station; Basic Introduction on Working at Prison settings; Services provided at Prison; Work in Women Cell; Importance of Home Visit; Need for legal aid services at prison, Community Corrections, Case Studies – Triple Talaq, Adultery, Torture, Court Management, issues and practices.

Unit IV
CJSW- *Policy, its Implementation Evaluation and Analysis*
Criminal Justice Social Work Education and Professional Training in India; Human Rights and Criminal Justice; Polices, its implementation, evaluation and analysis related to Police reforms, Correctional Settings, Juvenile Justice, Community Corrections as an Alternative.

Reading List

Ahmed Siddique, (1993), *Criminology, Problems and Perspectives,* Third edition, Eastern Book House: Lucknow.

Allen, Friday, Roebuck and Sagarin, (1981), *Crime and Punishment: An introduction to Criminology.* The Free press: New York.

Biestek, F P (1957), *Case Work Relationship*, Unwin Hyman Ltd: London.

Brendan Maguire & Polly F. Radosh, (1999), *Introduction to Criminology*, Wadsworth Publishing Company, Boston: U.S.A.

Burchell, Graham. Gordon, Colin and Peter, Miller. (1991). The Foucault Effect: studies in Governmentality, Chicago, University of Chicago Press.

Burnier, DeLysa. (2003). Finding a voice: Gender and Subjectivity in Public Administration research and writing, Administrative Theory and Praxis, Vol. 25, Issue 1,37-60.

Chockalingam, K. (1985)*, Readings in Victimology*, Raviraj Publications: Chennai.

Chong, D Mark and Francis, P Abraham. (2017). *Demystifying Criminal Justice Social Work in India*, Sage Publication: London.

Coffey, A.R. (1975) *The Prevention of Crime and Delinquency*, Englewood Cliffs, NJ: Prentice Hall.

Commonwealth Human Rights Initiatives (CHRI) – Publications related to Working at Police

Stations and Prisons.

Compendium of Social Work Perspective (2008) – Published by TISS

Corbridge. S et.al. (2005). Seeing the State: Governance and Governmentality in India. Cambridge University Press.

Diaz, S.M., (1976), *New Dimensions to the Police Role and Functions in India,* Published by the National Police Academy, Hyderabad.

Dilip K. Das (eds.) *Global Issues in Contemporary Policing.* CRC Press: Taylor and Francis Group: New York.

Edwin H. Sutherland and Donald R. Cressey (1974), *Principles of Criminology*, Lippincott, Philadelphia.

Graeber, David. (2015). The utopia of rules: on technology, stupidity and the secret Joy of Bureaucracy.London, Melville House Publication.

Hamilton, G (1951), *Theory and Practice of Social Case Work;* Columbia University Press; New York.

Harry Elmer Barnes and Negley K. Teeters, (1966), *New Horizons in Criminology, Prentice Hall*, New Delhi.

Initiating Work in Prison Settings (2012) – Handbook series on Social Work in Criminal Justice- published by TISS and PRAYAS.

Jaishankar, K., (2009), *International Perspectives on Crime and Justice.* New Haven, UK: Cambridge Scholars Publishing.

John E.Conklin, J.E., (1981), *Criminology*, Macmillan: London.

Jun, S John (2001). Rethinking Administrative Theory: The challenge of the new century. Praeger Publishers.

Kanopka, Gisela (1972), *Social Group Work: A Helping Process*; 2nd Edition; Prentice Hall: New Jersey.

Krishna Mohan Mathur, (1994), *Indian Police, Role and Challenges*, Gyan Publishing House: New Delhi.

Kunjappan, S. (2017), 'Indian Police Training Institutions, Universities, and Other Stakeholder Partnerships: Towards a Matrix Model for Better Policing' in Scott W. Phillips and Dilip K. Das (eds.) *Change and Reform in Law Enforcement: Old and New Efforts from Across the Globe.* CRC Press: Taylor and Francis Group: New York.

Kunjappan, S. (2012), Governance of In-service Training Process and Procedures. Palm Leaf Publications: New Delhi.

Kunjappan, S. (2017), 'Policing by consent: Exploring the possibilities of functional linkage between local police station and panchayat' in John A Eterno, Arvind Verma, Mintie Das and Dilip K. Das (eds.) *Global Issues in Contemporary Policing.* CRC Press: Taylor and Francis Group: New York.

Lab, S. (2000), *Crime Prevention: Approaches, Practices and Evaluations*. Anderson Publishing Company.

Mathew, Grace (1992), *An Introduction to Social Case Work*; TISS: Mumbai

Mathur, Nayanika. (2016), Law Bureaucracy and the developmental State in Hymalayan India. Cambridge University Press.

Mishra, P D. (1994), *Social work-Philosophy &Methods*; Inter India Publication: New Delhi.

Morley, W.H., (1958), *Administration of Justice in India*, Metropolitan: New Delhi.

Nehad Ashraf, (1992), *Police and Policing in India*, Common Wealth Publishers: New Delhi.

Paranjepe, N.V. (2002), *Criminology and Penology*, Central Law Publications: Allahabad.

Parmar M.S., (1992), *Problems of Police Administration*, Reliance Publishing House: New Delhi.

Paul M. Whisenand (1964), *Crime Prevention*, Holbrock Press Inc.: Boston.

Pierre, J.(2000). Debating Governance: Authority, Steering and Democracy, Oxford University Press.

Poole, Deborah and Das Veena.(2004).Anthropology in the margins of the state, School of American Research Press.

Reid Sue Titus (2006), *Crime and Criminology*. Mc Graw Hill Publishers.

Report of the National Police Commission in 8 parts, (1979 – 82), Central Govt. Publications.

Rosenbaum, Dennis P., Arthur J. Lurigio, and Robert C. Davis (1998), *The Prevention of Crime: Social and Situational Strategies*. Wadsworth Publishing: Belmont CA.

Reckless W.C. (1940) *Criminal behaviour*, McGraw Hill: New York.

Sapru, R K (1994) Public Policy: Formulation, Implementation and Evaluation, Sterling Publishers Pvt. Ltd: New Delhi.

Scott, J (1998). Seeing like a State: How Certain Schemes to Improve the Human Condition Have Failed. New Haven: Yale University Press. *(Chapter on Introduction and Conclusion)*

Shafritz, Jay.(2007). Defining Public Administration. New York, Routledge Publications.

Siddiqui, H Y (1984); *Social Work and Social Action*; Harnam Publication: New Delhi.

Smirell, King Cheryl and Stivers, Camilla. (1998). Government is us: Public Administration in an anti-government era, London, Sage.

Stivers, Camilla (2007) Feminist Theory of Public Administration in Shafritz Jay (ed), *Defining Public Administrative Theory*. New York, Routledge Publications.

Social Work Intervention at Police Stations (2012) – Handbook series on Social Work in Criminal Justice- published by TISS and PRAYAS.

Williams, F.P. and McShane, M.D. (2004) *Criminological Theory*. Upper Saddle River, NJ: Prentice Hall.

Name of the Programme	Ph.D in Social Management
Course Title	Policing: Reforms and Organisation
Type of Course	Optional Course
Course No and Course Code	SOM 678
Semester	II
Credits	2 credits
Course Development Team	Dr. Sony Kunjappan

Introduction / Pre-requisites for the Course:
This course is specifically developed for police practitioners interested in taking up research in the area of policing. However, those students who are interested and have some exposure in the organizational structure and research in policing can also consider taking up this course.

This course is specifically designed focusing on policing, its reforms – present and future as well as the organizational issues and challenges. Therefore, student interested in taking up research in these areas of policing are expected to take up this course.

Course Objective: The broad objective of the course is to facilitate the student who is interested in taking up research in the area of policing on the following segments:-

a) Policing Today
b) Core Principles of Police Reforms
c) Maintaining Public Order and Organisational Theory
d) Police Organisation : Issues and Changes

On completion of the course, the students will be able to:

Unit-I	LO1	To understand the existing police system with specific focus on community policing and the changing paradigm in policing
Unit-II	LO2	To understand the core principles of police reforms
Unit-III	LO3	To understand issues related to maintaining public order and organizational theories related to policing
Unit-IV	LO4	To understand the issues and changes related to policing and undertake research in policing.

COURSE CONTENT
Unit I

Policing Today – Existing Police System; Community Policing; Policing strategies today; information technologies in policing; changing paradigm from Warrior to Guardian; improving police community relations
Unit II
Core Principles of Police Reforms – responsibility of the elected government; authority; autonomy and accountability; independence of crime investigation; professionalization in police; organisational structure of police and future; police accountability mechanism; training of police; gender issues in policing; crime against vulnerable sections
Unit III
Maintaining Public Order and Organisational Theory - Public Order Management; Interagency Coordination; Traditional Organisational Theories; Human Relations Theory; Organisational Humanism; Behavioural System Theory; Other paradigms of Administration
Unit IV
Police Organisation : Issues and Changes – Stress and Police Personnel; Transfers and non-fixed term period; Issues related to working hours; Organisational Change Models; Role of Police Culture in Organisational Change; Ways to make Organisational Change successful; Policing in future - Research
Reading List
The students who opt for the course shall be given detailed reading list for each unit.

Name of the Programme	Ph.D in Social Management
Course Title	Innovation and Entrepreneurship
Type of Course	Optional Course
Course No and Course Code	SOM 679
Semester	II
Credits	2 credits
Course Development Team	Dr. Manojkumar Vanara

Introduction / Pre-requisites for the Course:
This course will introduce the students to innovation and entrepreneurial approach and its significant concepts and processes. Innovation and entrepreneurial approach are two essential components of running successful business, regardless of their size or industry sector. Entrepreneurship Development has been a very significant area of study. With emerging scenarios in India favouring entrepreneurship, it will be even more pertinent to train students to take up entrepreneurship ventures and impart the skills required to keep them sustainable.

Course Objective: This will facilitate learning on innovation and entrepreneurship development and venture development and simultaneously enable students to apply their innovation and entrepreneurial skills in real life situations, validate ideas, build innovations, test market, and build a successful venture out of it.

On completion of the course, the students will be able to:

Unit-I	LO1	Students will be able to understand the occupational, structural, and functional approaches to innovation and entrepreneurship, classic contributions to innovation and entrepreneurship theory.
Unit-II	LO2	Students will be able to recent contributions, the structural approach causes and consequences of new innovation.
Unit-III	LO3	Students will be able to understand entrepreneurship and finance, the opportunity-discovery perspective, the institutional environment.
Unit-IV	LO4	Students will be able to understand the concepts of social entrepreneurship.
Unit-V	LO5	Students will be able to understand tools and techniques learned during the semester in venture formation such as Design, Innovation, Business Canvas, Lean Startup, Market oriented Startup Strategic Model, Market Research and Marketing Innovation techniques, Problem Oriented Solution Approach.

COURSE CONTENT
Unit I
Introduction: Occupational, structural, and functional approaches to innovation and

entrepreneurship, classic contributions to innovation and entrepreneurship theory.
Unit II
Recent contributions, the structural approach: causes and consequences of new innovation.
Unit III
Entrepreneurship and finance, the opportunity-discovery perspective, the institutional environment
Unit IV
Social Entrepreneurship- meaning, process, challenges, skills and overall emerging scenario.
Unit V
Action Learning: Which will focus on use of all tools and techniques learned during the semester in venture formation such as Design, Innovation, Business Canvas, Lean Startup, Market oriented Startup Strategic Model, Market Research and Marketing Innovation techniques, Problem Oriented Solution Approach.
Reading List
Scott D. Anthony, Mark Johnson, Joseph V. Sinfield and Elizabeth J. Altman The Innovator's Guide to Growth. Eric Ries. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses Agarwal, Rajshree, Sharon A. Alvarez, and Olav Sorenson, eds. (2005). Handbook of Entrepreneurship Research: Disciplinary Perspectives. New York: Springer. Hébert, Robert F., and Albert, N. Link. (1988). The Entrepreneur: Mainstream Views and Radical Critique. Second edition, New York: Praeger. Parker, Simon C. (2004). The Economics of Self-Employment and Entrepreneurship. Cambridge: Cambridge University Press. Shane, Scott. (2003). A General Theory of Entrepreneurship: The Individual-Opportunity Nexus. Cheltenham, U.K.: Edward Elgar.