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**By way of explanation the author, one of the most  
successful teachers in the University of Delhi as a  
Professor of Political Theory (now retired), writes: "The  
opening section of this note dealing with the most  
important issue in the current political situation - the  
Maoist" or the Naxal issue - sets the context for the  
argument that follows, which deals with issues involved  
in understanding this situation. I reproduce some key  
passages, marginally modified and compressed in one case,  
from my 2008 T. Nagi Reddy Memorial lecture - now**

**available as Indian Politics today published by Aakar Books, New Delhi - touching upon these issues; a little reason and ability to interconnect is all that is needed to recognise the issue involved. I conclude with a brief summing up of the argument." - Reproduced.**

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**This article describes a service-learning assignment for a project management course. it is designed to facilitate hands-on student learning of both the technical and the interpersonal aspects of project management, and it involves student engagement with real customers and real stakeholders in the creation of real events with real outcomes. As such, it helps students internalize project management principles and value project management tools. Student teams design and implement plans for events intended to result in significant contributions in**



**support of various charitable organizations. They create the planning and execution documents required of project management teams. The article describes the assignment and its results and discusses some cautions and alternatives. - Reproduced.**

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**Designing effective projects: decision options for maximizing learning and project success.**

**Journal of Management Education, 34(4), 2010(Aug): p.527-50.**

**In recent years, more and more business schools have introduced team-based projects into their curricula as a means of addressing corporate, small business, and community-service issues while teaching students a variety of project management skills (technical and socio-cultural). In designing a project-oriented course, an instructor has a number of options available with respect to project identification, project focus and scope, team size, composition and leadership, course content, content, delivery, and student project evaluation. This article discusses the advantages and disadvantages of these various options, as well as the factors that are most likely to moderate an instructor's choices in seeking to maximize student learning and project success. - Reproduced.**

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**Building on Wilsonian foundations, this article present the normative case for a special, central role for public servants in the design and redesign of public law, including constitutions. Central to the author's argument are Wilson's characterization of public administration as "State's experiencing organ" and his contention that public administration is the primary institution engaged day to day in negotiating the dynamic tension between public and private in a liberal democracy. The author identifies and counters three probable objection to public administrator's fulfilling this distinctive role. He concludes with a defense of this role conception for public administration, stressing the obstacles to full realization, and the obligations it imposes on future scholars and public servants. - Reproduced.**

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**The Department of Homeland Security (DHS) transition has shown problems between executive political leadership, management, associations, and labor unions, despite "collaborative efforts", resulting in bureaucratic inertia. This means slower incremental changes for proposed personnel reforms based on private business models advocated by presidential administrations in recent years. The author submits that collaborative organizational reforms advocated by those at the top of the pyramid have been stymied by differences in knowledges between executives, managers, and workers in the DHS. The executive level of knowledge continues**

**dominating public organizations at the continued expense of workers through management initiatives such as the new public management and collaborative public management movements. - Reproduced.**

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**First things first: sustaining political will for public governance change.**

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**This revised text of the Braibant lecture delivered in Helsinki addresses the widely shared difficulty of creating enough political will to reform public institutions, before crisis strikes and not after, and then to sustain the reforms through to completion. There is virtually no incentive for politicians or governments to do this: interests (including the administration itself) will most likely be hostile; meaningful change is only measured in years; few votes can be won. Yet the complex problems faced today by both individual countries and at planetary level, summarized in the beginning of the article, are so serious that it is vital to find ways to alleviate this difficulty without which all public policies and programmes suffer. The principal means must be much sharper and more articulately organized pressures for change so as to make it politically inconvenient to ignore them, and thus provide a genuine incentive to act. Nine propositions are made. - Reproduced.**

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**Indian Journal of Regional Science, 42(1), 2010: p.145-46.**

**The report is divided into following four sections: The Back ground: Need for a New Look, Process of Intervention by Social Institutions in Development Planning, Methods for the involvement of Social Institutions in making Good Governance and Relevance and Importance of intervention by Social Organizations. - Reproduced.**

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**The use of lethal technologies by global terror networks has elevated domestic security policy to a central concern of 21st-century public administration. Twentieth-century public administration scholars, influenced by Progressivism, Pluralism, and Public Choice, led the field to believe that it could both develop and administer domestic security policy without a coherent state theory to guide this policy. This scission between security policy and state theory must be repaired. The relevance of the field to pressing 21st-century security questions as well as the security of the public depends on renewing this linkage. - Reproduced.**

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