I will give you a talisman. Whenever you are in doubt or when the self becomes too much with you, apply the following test:

Recall the face of the poorest and the weakest man whom you may have seen and ask yourself if the step you contemplate is going to be of any use to him. Will he gain anything by it? Will it restore him to a control over his own life and destiny? In other words, will it lead to Swaraj for the hungry and spiritually starving millions?

Then you will find your doubts and your self melting away.
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From the Director

Dear friends,

I WELCOME you to IIPA’s Forty-Sixth Advanced Professional Programme in Public Administration (APPPA). This professional programme is a customized ten-month course for senior officers of the All India and Central Services including the Defence Services. It is designed to help the participants to renew their domain knowledge and sharpen their administrative skills. Over the past decades, APPPA is known to have opened many new windows of research, learning, and further academic opportunities for participants. Some of your predecessors have found a spontaneous outlet of enthusiasm and academic inclination in the course that took them beyond this M.Phil. into a Ph.D. programme, a route that IIPA would be eager to support for you too. The dissertation exercise, a very important component of the APPPA, develops skills with a research orientation among participants in a subject area of their choice. We teach appropriate research methodologies in the initial segment of the course itself so that writing in an academic format becomes a primary outcome.

The course has been shaped over the last forty-five years to present before you a total package of social, political, economic, and administrative knowledge that also provides a choice of electives and optional subjects for you to specialize in. This theoretical base is sprinkled with management, finance, and technology-related perspectives that our large database of case-studies brings up continuously. The IIPA library with over two lakh books and electronic databases is one of the biggest resources available to you during the ten months of the course and beyond. Group-discussions and debates, field visits, presentations, and the study visit abroad together create a long-lasting camaraderie among participants and faculty, besides making learning a fun-filled exercise. I am sure that you would find the programme personally fulfilling, professionally rewarding, and intellectually stimulating.

S.N. Tripathi
Director, IIPA
Place: New Delhi; Date: 1 July 2020
The Institute

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA) was established in 1954 as an Autonomous Society. It was set up in the hopeful atmosphere of post-independence enthusiasm on the lines recommended by Dr. Paul H. Appleby, the then Dean of the Maxwell School of Citizenship and Public Affairs, Syracuse University in his work on Public Administration in India. IIPA represents the hopes of the times, rich history of governance in transition, and houses a vast knowledge-base of administrative and managerial experience. As an institution of learning and research, IIPA caters to the capacity enhancement and research needs of government at the Centre and in the states. Through rigorous action-planning and follow up, the Institute supports various organs of government to improve delivery mechanisms and augment the capability of personnel in government and public service.

In the fast-changing political, social, and economic milieu, nationally and globally, centralization co-exists with decentralization, independence with interdependence, and sovereign state power with supranational entities. The focus has shifted from Government to Governance and more recently in contemporary India to the minimum government - maximum governance. The thrust is on reforms, transparency, accountability, and ethics for citizen-centric governance.

The Institute stimulates not only a study of the theoretical and practical aspects of public administration but also directly trains multiple layers of civil services, defence services, state services, and scholars in the discipline, art, and practice of administration in the country. Through continuous programmes of research, training, advisory and consultancy services, conferences and seminars, case studies, the publication of journals and books devoted to research in various fields of administration, IIPA, over the past six decades has made a significant contribution to various sectors of public administration at the Central, state and local levels. Multi-disciplinary faculty, specializing in various areas of contemporary relevance, brings considerable value to the Institute and adds to professional confidence of participants.
TRIPATHI, SURENDRANATH:  
Shri Tripathi had taken over the charge of Director, IIPA in April 2019 when he was still holding the charge of Secretary to the Government of India in Ministry of Parliamentary Affairs. During his more than thirty-five years of service, he has served in various ministries and departments under the Government of India including Panchayati Raj, Information Technology, MSME, Coal Board, Department of Agricultural Research and Education, etc. He is a social media enthusiast and has travelled extensively in different continents. He bring his rich experiences in administration and management to the IIPA.  
Email: snt1[at]gov.in  
Phone No. +91-11-23702434

MALHOTRA, CHARRU:  
Ph.D. (IIT-D), Trainer of Trainers (Thames Valley, U.K.), Masters in Computer Applications (Honors; T.I.E.T), Microsoft Certified Solutions Developer (Awarded Certificate of Excellence), Diploma in Computer Applications (Honors; KUK).  
Areas of Interest: Digital Transformation, e-Governance and Digital India – Impact Assessment and Capacity building; Smart Republic – Designing Smart Cities and Smart Villages; Social Media implementation for Governance; Cyber Security; Development Research; ICT for Development (ICT4D) - catalyzing technology based innovations using traditional knowledge systems for rural societies especially for people with disabilities, disaster ridden communities and creating gender-friendly IT spaces.  
Email: charrumalhotra.iipa[at]gov.in  
Phone No. +91-11-23468393

TANEJA, Pawan K,  
Ph.D., PGDStat, M.Com, MBA, VLDP, CCHE, CCGH  
Areas of Interest: Applications of Operations Research in Public Services, Climate Change & Human Health, Leadership in Public Services/Enterprises, Management of Public Sector, Public Health System, Healthcare Financing, CSR and Sustainable Development  
Email: pawanktaneja.iipa[at]gov.in  
Phone No. +91-11-23468327

ALOK, V. N.:  
Ph.D. in Economics  
Email: vnalok.iipa[at]gov.in  
Phone No. +91-11-23468313

BIHARI, SAKET:  
Ph.D. (Sociology)  
Areas of Interest: Globalization, Cultural Capital, Rural communities and Educational Development  
Email: saketbihari.iipa@iipa.org.in  
Phone No. +91-11-23468337

CHADAH, SAPNA:  
LL.M., Ph.D  
Email: sapnachadah.iipa[at]gov.in  
Phone No. +91-11-23468348
CHOWDHRY, SACHIN:  
M.P.A., M. Phil, Ph.D.  
**Areas of Interest:** Public Policy, Governance Issues and Urban Management.  
Email: sachinchowdhry.iipa[at]gov.in  
Phone No. +91-11-23468379

DEBNATH, ROMA:  
Educational Qualification: Ph. D. in Management (B.I.T.), M.Phil. in Statistics (Delhi University), M.A. in Statistics (Delhi University).  
**Areas of Interest:** Data analysis, Statistical Analysis, Big data, Research Methods and Research Methodology, Operations Research (OR), Multivariate Techniques for Research, Supply Chain Management (SCM), Total Quality Management (TQM) and Six sigma (6-σ).  
Email: romadebnath.iipa[at]gov.in  
Phone No. +91-11-23468350

DWIVEDI, MANAN:  
M.A. (International Politics), M.Phil and Ph.D., (SIS, JNU, New Delhi)  
**Areas of Interest:** US Foreign Policy, India-US Relations, Hollywood and US Policy, Superheroes and US Foreign Policy, Public Opinion Studies, International Relations Theory, Disarmament and Non Proliferation Studies, South Asian Policy, India’s Foreign Policy.  
Email: manandwivedi.iipa[at]gov.in  
Phone No. +91-11-23468380

JAIN, NEETU:  
Ph.D, MBA (HR), M.Sc. (Chem), UGC-NET, Diploma in Training & Development (ISTDI), KOICA Fellow  
**Areas of Interest:** Leadership, Mentoring, Interpersonal Relations, Stress Management, Training & Development, Indian Management  
Email: neetujain.iipa[at]iipa.org.in  
Phone No. +91-11-23468341

MOHAPATRA GADADHARA:  
M.A., M.Phil., Ph.D. (Sociology, JNU, New Delhi), Postdoctoral Fellow (Erasmus Mundus Scholarship of European Commission, Institut für Soziologie, Albert-Ludwigs-Universität Freiburg, Germany)  
**Areas of Interest:** Labor and Society, Migration and Diaspora Studies, Social and Public Policy, Gender Studies, Tribal Studies, Disability Studies & Sociology of Sanitation  
Email: gadadharmohapatra.iipa@iipa.org.in  
Phone No. +91-11-23468377

KUSUM, LATA:  
Ph.D. in Urban Planning from School of Planning & Architecture (SPA) New Delhi, Master in Planning from SPA, New Delhi; Bachelor in Civil Engineering from NIT, Raipur [C.G.], Training Course in Gender and Local Governance, MASHAV, Haifa, Israel  
**Areas of Interest:** Urban Development : Policy, Planning, Programmes and Projects; Planning of City and its region; Urban and Regional Infrastructure Planning; Urban Management; Urban e-Governance; Application of GIS in Urban Sector ; Inclusive development; etc.  
Email: kusumlata.iipa[at]gov.in  
Phone No. +91-11-23468442

MISRA, SURESH:  
M.A. (JNU), MHRM [Pondicherry University], D. Phil (Allahabad University), Diploma in Journalism and Mass Communication, Calcutta. Advance training in Public Policy Management, Rehovot, Israel & TQM at UK Civil Service College, UK  
**Areas of Interest:** Consumer Protection and Welfare, Political Systems & Processes, Administrative Reforms, Good Governance, Service Delivery and Decentralized Governance.  
Email: sureshmisra.iipa@gov.in  
Phone No. +91-11-23468349

Associate Professor of Urban and Regional Planning

Associate Professor of Applied Statistics

Associate Professor of International Relations and International Administration

Assistant Professor of International Relations and International Administration

Assistant Professor of Behavioral Science

Associate Professor of Sociology

Professor, Public Administration & Chair Professor Consumer Affairs
PANDEY, KAMLA KANT: Ph.D in Economics, PG Diploma in Housing Planning and Building from IHS Rotterdam, Advance Course in Urban Management from University of Birmingham, Special course on Populations Studies from University of Hawaii (USA) and Internet Based Course on Municipal Finance from UN ESCAP
Email: kkpandey.iipa[at]gov.in
Phone No. +91-11-23468335

PANDEY, SURABHI: Ph.D. (Computer Science), M.Phil. (Computer Science), MCM, MCA, PDDM (Digital Marketing); GOC-In-Western Command Commendation Card
Email: surabhipandey.iipa[at]iipa.org.in
Phone No. +91-11-23468367

PATHANIA, MAMTA: M.A., M. Phil, Ph.D. (Public Administration)
Areas of Interest: Good Governance, Public Sector Reforms, Consumer Studies, Local Governance, HRD and Organizational Behaviour.
Email: mamta.iipa[at]gov.in
Phone No. 23468392

PRUSETH, SUJIT KUMAR: M.A., M.Phil and Ph.D from JNU, New Delhi
Areas of Interest: Public Administration, Political Economy of governance, Urban Affairs, Science Technology and Emerging Trends in Governance
Email: prusethsujit@gmail.com
Phone No. +91-11-23468326

PRUSETH, SUJIT KUMAR: M.A., M.Phil and Ph.D from JNU, New Delhi
Areas of Interest: Public Administration, Political Economy of governance, Urban Affairs, Science Technology and Emerging Trends in Governance
Email: prusethsujit@gmail.com
Phone No. +91-11-23468326

REDDY, C. SHEELA: M.A., M.Phil, Ph.D., NET qualified in Public Administration
Areas of Interest: Public Administration, Governance, Public Policy, Ambedkar’s Thought and Philosophy, and International Relations
Email: sheelareddy.iipa[at]gov.in
Phone No. +91-11-23468336

SHARMA, VINOD KUMAR: M.Sc. (Botany), P.G. Dip. Resources Ecology (BHU), Ph.D. (BHU), FTE
Areas of Interest: Ecology, Environment, Climate Change, Natural Resource Management, Disaster Risk Reduction.A
Email: sharmavk.iipa[at]gov.in
Phone No. +91-11-23468324

SINGH, AMIT KUMAR: M.A., M.Phil., and Ph.D. in Urban Geography (JNU, New Delhi)
Areas of Interest/ Specialization: Urban Infrastructure and Services, Housing and Poverty, Regional Planning and Urban Environment.
Email: amitsingh.iipa[at]iipa.org.in
Phone No. +91-11-23468352
SINGH, SHYAMLI:
B.Sc Gold Medalist, Delhi University
M.Sc. Gold Medalist | Environment Management | I.P. University Ph.D
Areas of Interest: Climate Change, Policy, implications, Environment and Sustainable Development.
Email: shyamlisingh.iipa[at]gov.in
Phone No. +91-11-23468384

VISHANDASS, ASHOK:
MA (Economics, University of Manchester), M.Stat. | Master of Statistics | Gold Medalist,
PG Diploma in Planning and Development (JNU) and Ph.D. in Economics (Agriculture)
Email: avishandass.iipa[at]iipa.org.in
Phone No. +91-11-23468365

TIWARY, NUPUR:
Ph.D. in Public Administration, Net | Political Science, Public Administration, Member of Research Committee of Ministry of Human Resource Development, Domain Expert for PM award for excellence in Public Administration
Area of Interest: Tribal Governance, Gender studies, Rural Development, Decentralization, Left Wing Extremism, Public Policy and Participatory Structures.
Email: nupurtiwari.iipa[at]gov.in
Phone No. +91-11-23468340

RANJAN, AMITABH:
MBA (HR), B.Tech. (Petroleum)
Areas of Responsibilities: Head of Finance, Administration and all Academic Support Services, Warden IIPA Hostel, Coordinator, Centre for Learning in ICT and e-Governance, Nodal Officer for e-Office/Paperless office project of IIPA.
Email: amitabh.iipa[at]gov.in
Phone No. +91-11-23468362

Assistant Professor of Environment Management & Climate Change
Associate Professor in Rural Development
Professor (Applied Economics)
Registrar/ Administration
IIPA FACILITIES AT A GLANCE

LIBRARY

The IIPA Library has a collection of over 2.26 lakh volumes of books and periodicals. It receives over 270 current periodicals. The collection of IIPA library is particularly rich in the areas of public administration, management sciences, economics, planning and development, political science, sociology, development studies, history, law, rural, urban and gender studies, e-governance, and consumer studies. The Public Document Section of the Library, which contains Census publications, reports of committees and commissions, National Sample Surveys, and Annual Reports of various ministries and departments of the Government of India and international organisations, is acknowledged as one of the richest collections in the country. The library also maintains the press clippings of articles and news items published in various newspapers. Most of the Library functions and services are computerized and the complete catalogue is available online. The computerised library database has over 1.36 lakh records related to books and reports and 1.22 lakh records relating to periodical articles. Library subscribes to ABI/inform database, facilitating access to around 4000 titles, out of which 3000 titles are in full text, besides, the database also facilitates access to 500 business case studies and 20,000 business and management dissertations. Besides, the users have access to the JSTOR database which primarily contains 2701 archival journals, besides 269 current journals. It provides full-text searches of almost 2000 Journals. Library provides remote access to all these resources anywhere and anytime. The ‘Digital Knowledge Repository’, comprising various forms of intellectual output developed in-house, is arranged under various categories and can be accessed at: www.iipa.org.in/repository.html. There is a separate reading room equipped with ICT facilities exclusively for the APPPA participants wherein multiple copies of books comprising essential and suggested readings for the APPPA course are available. The Library is open on all days except Sundays and on national holidays (26th January, 15th August and 2nd October) and Holi, Dussehra and Diwali. The Library timings are from 9.00 a.m. to 5.30 p.m. on all working days, Saturdays and holidays.
COMPUTER CENTRE

The Computer Centre is equipped with a host of servers, work stations, printers, and LAN to provide high-speed Internet services. This Centre caters to IIPA’s in-house requirements for research and training. The Centre has a good collection of software both for general use and also for specialized applications like SPSS. The functioning of this Centre has been augmented with the support of the Department of Information Technology (GOI) for capacity building in the area of e-Governance. The Computer-based practical sessions of APPPA are held in the computer lecture hall of the Centre which remains open during usual office hours.

HOSTEL

Situated in the Campus of the Institute, the hostel has a limited number of double room family suites. These are allotted to the participants attending APPPA, subject to availability and charges as per rules.

MEDICAL FACILITIES

The Institute has an Honorary Medical Officer who is available in the Hostel for consultation from 1.00 p.m. to 2.00 p.m. from Monday to Friday.
The Institute has enriched the literature on Public Administration through a large number of serials and monographs besides research studies, proceedings of seminars/conferences, and lectures besides the annual APPPA dissertations. The Institute publishes the following periodicals regularly:

**Indian Journal of Public Administration (IJPA) (Quarterly)**

Published since 1955, IJPA is the flagship journal of the Institute covering topics related to Public Administration, Public Policy, Good Governance, Bureaucracy, Leadership, Environment, Law, Social Welfare, etc. Research articles, case studies, book reviews, essays, notes and documents related to themes authored by experts are regularly featured in IJPA. Since 2017, IJPA has collaborated with SAGE Publications for printing, marketing and subscription. It is the premier publication on public administration in India and over the period of time, this refereed journal has gained popularity at an international level. The author of the best article every year is conferred with the prestigious late Shri TN Chaturvedi Award by the Hon’ble Vice President of India and President of IIPA.

**Lok Prashasan (Hindi) (Bi-annually)**

Published since 2008, Lok Prashasan is IIPA’s Hindi journal established with an aim to promote Hindi language and encourage Hindi literature on the subject to flourish. Articles and research papers related to Public Administration, Public Policy, Good Governance, Bureaucracy, Leadership, Environment, Law, Social Welfare, etc., are regularly covered in this journal.

**Nagarlok (Quarterly)**

Published since 1969, the journal broadly covers topics related to Urban Studies with a focus on Urban Life, Metropolitan System, Urban Economic Development, Urban Finances, etc.
**Documentation in Public Administration** (DPA) (Quarterly)
Published since 1973, DPA indexes articles/papers/reports/monographs on Public Administration covered by various periodicals.

**IIPA Digest** (Quarterly)
Published since 2019, the magazine covers national and international news, stories and features related to latest initiatives and trends of government. It also features articles on governance, bureaucracy, diplomacy and trade, economy, politics, climate change, SDGs, policy advocacy, etc.

**IIPA Newsletter** (Monthly)
Published since 1955 and now available only in the e-newsletter format, it covers news related to events and training programmes conducted in the Institute. So far IIPA has published more than 500 books, monographs, reports, working papers, and compendiums in spheres of governance and public administration. A few of the books authored by renowned authors including IIPA faculty members are also available for purchase.
Sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India, the 46th Advanced Professional Programme in Public Administration (APPPA) is a ten months’ programme, designed for senior officers of the All India Services, Central Services, Defence Services, Technical Services and officers of State Governments.

The Programme is a unique blend of theory and practice that gives the participants exposure to the associated concepts, skills, and techniques. It also provides an opportunity for peer-group learning. The purpose is to enhance the sensibilities, sensitivities, and capabilities of the participants to explore innovative options and choices. The programme develops a critical analysis of policy and service delivery mechanisms at inter-governmental, national, regional, and/or at the levels of local government. It aims at honing practical knowledge and skills to deal with management and policy analysis issues across the spectrum of governance.

About 1551 administrators/officers from All-India and Central Services including those from the armed forces and a few foreign countries and teachers of Indian Universities have participated in the programme since 1975, the year of its inception. A good number of APPPA participants have subsequently excelled in their respective services and many of them have moved on to occupy important positions in the Government of India and the state governments. The programme fosters a permanent alliance between the IIIPA and its participants. The continuation of a vibrant IIIPA Alumni Association bears testimony to this.

**AIM**

The programme aims to enable the participants to develop a broad-perspective and synergy to contribute towards minimum Government and maximum governance. It seeks to inculcate an attitude that augments efficiency, service orientation towards citizens.

**OBJECTIVES**

APPPA seeks to enable the participants to:

- Understand the basic concepts of Social Sciences, Public Policy, and Governance
- Develop their views on topical issues of Public Administration and Governance ethics in India;
- Analyze the factors that impact the application of policies and modalities thereon;
- Apply analytical skills in decision-making;
- Design a framework for administrative reforms and good governance; and
- Develop interpersonal skills and sensitivity towards the needs of the people.

**OUTCOMES**

The overarching goal is to provide a dynamic and integrated approach to the study of public policy and management. As such,
The programme is uniquely designed to help participants prepare for the challenges and opportunities of public administration as they move up the ladder. Upon successful completion of this course, it is expected that participants will be endowed with critical and creative skills to produce innovative solutions to problems, apply research skills to their areas of functions and turn out to be more responsible and effective administrators.

ELIGIBILITY

The programme is open to officers of the All India Services, Central Services (organized and non-organized, technical and non-technical), and the State Services as also to the officers of the Defence Services subject to the following eligibility conditions:

- At least 10 years of service in Group ‘A’ category,
- Should be a Deputy Secretary/Director or above in the Government of India or an equivalent position,
- Not more than 50 years of age as on 1st July 2020 (53 years in case of officers belonging to Scheduled Castes and Scheduled Tribes) and should not have undergone a training programme of the duration of 12 weeks or more, in India or abroad, during the preceding five years from the date of commencement of the programme.

THE PROGRAMME STRUCTURE

The participants are mid-career public servants, selected and nominated by the Department of Personnel and Training, Ministry of Personnel, Public Grievances, and Pensions, Government of India. To prepare them for more senior management roles in their respective services, the programme design comprises:

(A) Four academic-cum-training modules with various streams including one elective;
(B) Experiential Learning;
(C) Dissertation and viva-voce; and
(D) Non-credit inputs intended to develop critical thinking, current affairs, values, ethics, and creativity.
**A. ACADEMIC MODULES**

During the first half of the APPPA spanning the first five months, the focus is on concepts and applications. The streams have been identified based on their relevance to the issues of governance and recent developments in the respective areas of study. These streams have further been divided into three parts, consisting of:

- **A.1: Basic Module: Theories and Concepts**
- **A.II: Thematic Module: Policy, Administration and Governance**
- **A.III: Public Policy Module: Critical Concerns in Governance**

In addition to above, each participant will audit all twelve listed streams under **A.IV Contemporary Governance Issues** and can elect one of these streams for evaluation as per his/her areas of interest.

The details of the streams including electives are given in the Programme Outline below. The streams, with one credit, shall have about sixteen lecture sessions. Half credit streams will generally be covered in ten sessions.

**B. EXPERIENTIAL LEARNING**

**B.1 Experiential Presentations:** A meaningful and fun-filled exercise, experiential presentations are meant to promote mutual sharing of experiences and expertise among the participants. Each participant will make a presentation focused on a specific situation an officer has faced at some point in his/her career. These presentations are meant to highlight innovations in internal administration or field situations, best practices in organizational leadership or important lessons in project planning and implementation.

**B.2 Rural Field Visit:** To Study Rural Development and Administration with special reference to Aspirational districts

This component is intended to sensitize the participants with the socio-economic realities of rural life. The participants are assigned a theme-based study focusing on various aspects of rural development and they are expected to examine the effectiveness of the delivery mechanism and assess the impact of rural development programmes. Small groups of participants visit identified rural areas in different parts of the country and interact with the village level functionaries and panchayat members under the overall guidance of a faculty member. The groups share their field study reports of these visits which are useful for future policy reference.

**B.3 Urban Field Visits:** To Study Urban Development and Administration with special reference to Smart Cities

It provides an opportunity for the participants to understand the problems in urban administration and management and the challenges in addressing them. The participants study various urban development schemes and their impact on the socio-economic conditions of the people, especially those below the poverty line. The study also includes interaction with the functionaries of the municipalities and other development agencies. Like rural field study, groups of 9-10 participants visit specific cities/towns which are selected based on specific issues in different regions. The urban study reports too are shared by the groups and serve as good policy inputs.

**B.4 Visit to the Forward Area:** The visit to the forward area enables the participants to: i) appreciate the dynamics of Civil-military relations; ii) experience individual,

*All visits subject to prevailing Covid-19 situation.*
institutional and infrastructure preparedness of the Armed Forces in these areas. The visit provides an opportunity to interact with the officials of the Armed Forces.

B.5: Visit to Knowledge Partners (PU, Chandigarh, IIT-R): Indian Institute of Public Administration has been in a strategic alliance with various knowledge partners like the Panjab University and the Indian Institute of Technology, Roorkee. The strategic alliance is to augment knowledge creations in mutual areas of interest, emerging areas of knowledge, knowledge sharing, peer learning, and experience sharing. The visit to the Knowledge partners will enable the participants to critically appreciate the eco-system of knowledge management.

B.6: My Social Responsibility: With the sweeping changes all around, the concept of ‘Social Responsibility’ has emerged as the new game-changer. Individual responsibility has led to the reaching out to the unreached. This component expects the participants to undertake individual social responsibility pragmatically. The participants are required to prepare a mini-project report [10-15 pages] or a Youtube video on their work [10 minutes] demonstrating fulfilment of individual social responsibility.

C. DISSERTATION AND VIVA-VOCE

This is an important component of the APPPA programme leading to the Master’s Diploma in Public Administration (MDPA) awarded by IIPA. Besides, the participants holding a post-graduate degree with at least 50 per cent marks (recognized by Panjab University, Chandigarh as equivalent to a post-graduate degree) will also be eligible for the award of an M. Phil. (Social Sciences) degree of the Panjab University. This degree may further serve as a pathway to a future Ph.D. degree.

In the Dissertation, the participants are expected to make an in-depth analysis of a specific problem identified by them and examine its ramifications in all aspects. During the early stages of the APPPA programme, the research proposal outlining research questions and methodology to be adopted is presented before a panel of experts by the participants for suggestions/comments. Each research proposal is finalized after its final approval by the concerned faculty supervisor. The participants are advised to begin work on the dissertation immediately thereafter. Subsequently, after the submission of the completed dissertation, the participants have to appear in a viva-voce examination.

Participants are expected to demonstrate their analytical skills and make substantial contributions to the theory and practice of Public Administration through their dissertations. They have to select topics of interest and relevance to the domain of public administration and are expected to undertake a comprehensive review of literature on the chosen subject area. There is a provision for participants to undertake field visits for the collection of required data, on the recommendation of the supervisor and the approval of the concerned Programme Director. The draft dissertation, in the approved format, must be submitted to the faculty supervisor by February 14, 2021. The final dissertation with approval of Faculty supervisor, in four copies, must be submitted by March 8, 2021.
D. CO-CURRICULAR ACTIVITIES

D.1 Visits to Cultural, Heritage & Archaeological Sites*

This would include visits to War Memorials, Ambedkar Museum, Heritage Sites, Parliament, Rashtrapati Bhavan and so on.

D.2 Lectures and Performances of Different Cultural and Art Forms of India

This would include special lectures and performances in varied cultural, and art forms of India related to music, dance, fine arts, and theatre, and so on. These performances would be delivered by personalities of eminence. Participants are also encouraged to offer their co-curricular contributions to group music, poetry, art, photography, debates, etc.

E. Brain Storming Contemporary Issues: Workshops/Seminars /Special Lectures/ Panel Discussions/Webinars

The APPPA programme emphasizes on a set of relevant inputs to broaden the vision and knowledge of participants through interactions with eminent personalities from the government, corporate, and academic sectors including visits to institutions. Workshops, seminars, and panel discussions are also conducted on varied topics of contemporary relevance.

EVALUATION AND OVERALL ASSESSMENT

The system of evaluation varies from stream to stream and includes written examinations, group presentations, case comments, class participation, group reports, case writing, case assignments, research proposals, individual presentations, dissertation evaluations and any other method considered appropriate. The participants should strictly adhere to the assignments submission deadlines as indicated in the table titled 'Modules /Evaluation Timelines.

The evaluation of all the streams will be conducted immediately upon their completion.

To promote greater objectivity, each Dissertation is referred for evaluation, on the recommendation of faculty supervisor about its worthiness for the award of M. Phil. / MDPA degree/diploma, to two external examiners. The average of the marks awarded by them is taken for the final score. The M. Phil. programme carries a total of 24 credits and each credit has 25 marks. The minimum marks required to pass the evaluation shall be (a) 45 per cent in each course and (b) 50 per cent in aggregate. Successful candidates shall be awarded divisions/distinctions as under:

<table>
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<tr>
<th>PERCENTAGE IN AGGREGATE</th>
<th>DIVISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% and above</td>
<td>First Division with Distinction</td>
</tr>
<tr>
<td>60% and above but below 70%</td>
<td>First Division</td>
</tr>
<tr>
<td>50% and above but below 60%</td>
<td>Second Division</td>
</tr>
</tbody>
</table>
A grading system is followed for the evaluation of the performance of the participants in individual courses according to the following scheme:

<table>
<thead>
<tr>
<th>MARKS</th>
<th>GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% and above</td>
<td>A +</td>
</tr>
<tr>
<td>80% and above but below 90%</td>
<td>A</td>
</tr>
<tr>
<td>70% and above but below 80%</td>
<td>A –</td>
</tr>
<tr>
<td>60% and above but below 70%</td>
<td>B +</td>
</tr>
<tr>
<td>50% and above but below 60%</td>
<td>B</td>
</tr>
<tr>
<td>45% and above but below 50%</td>
<td>B –</td>
</tr>
</tbody>
</table>

For the grant of IIPA’s Masters Diploma in Public Administration and Panjab University’s M.Phil. Degree, a total of 24 credits as detailed in the Programme Outline included in this brochure will form the basis. The overall assessment shall be made based on academic performance and general conduct including punctuality and regularity of attendance, display of officer-like qualities, teamwork, interaction with faculty and other participants, demonstration of leadership qualities, creativity and innovation, and participation in co-curricular activities during the programme.

Candidates failing to obtain the minimum marks required to pass the evaluation in any subject area would have to undergo a fresh assessment in that area in order to successfully complete the programme.

AWARDS

IIPA awards the following prizes every year to the APPPA participants based on their performance:

<table>
<thead>
<tr>
<th>S. NO</th>
<th>AWARDS</th>
<th>CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>First Prize [Prof. V. K. N. Menon Memorial Prize]</td>
<td>Based on marks</td>
</tr>
<tr>
<td>2.</td>
<td>Second Prize</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Third Prize</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Director’s Special Prize</td>
<td>Based on the overall assessment</td>
</tr>
<tr>
<td>5.</td>
<td>Sh.T.N. Chaturvedi Memorial Best Dissertation Award (Sponsored by APPPA Alumni Association)</td>
<td>Based on dissertation and viva-voce</td>
</tr>
<tr>
<td>6.</td>
<td>Best Woman Participant Award [Smt. Kusumtai S. B. Chavan memorial award]</td>
<td>Based on marks</td>
</tr>
<tr>
<td>7.</td>
<td>Award for co-curricular activities during APPPA</td>
<td>Based on participation and contribution</td>
</tr>
</tbody>
</table>

Note: As a matter of policy no two awards are given to a single participant.
ATTENDANCE AND CONDUCT

As per the requirements of the Department of Personnel and Training, attendance in all lectures, seminars discussions, etc. is compulsory. In case of an emergency, the participant may seek prior permission from the Programme Director for his/her absence. Participants are expected to be present in the class before the start of each session. They are expected to conduct themselves at all times in a manner worthy of an officer. As indicated by the Department of Personnel and Training, Government of India, the officer(s) may be withdrawn from the course by the Director, Indian Institute of Public Administration (IIPA), New Delhi in case their performance is assessed as unsatisfactory.

SESSION TIMINGS

On each working day, there will be five sessions as follows:

<table>
<thead>
<tr>
<th>FORENOON SESSIONS</th>
<th>AFTERNOON SESSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session-I</td>
<td>Session-II</td>
</tr>
<tr>
<td>09:30-11:00</td>
<td>11:15-12:45</td>
</tr>
<tr>
<td></td>
<td>13:45-15:15</td>
</tr>
<tr>
<td></td>
<td>15:30-17:00</td>
</tr>
</tbody>
</table>

Tea/coffee break will be between 11:00-11:15 hours and 15:15-15:30 hours. Lunch break will be between 12:45-13:45 hours.

IMPORTANT EVENTS TENTATIVE TIMELINES

<table>
<thead>
<tr>
<th>Event</th>
<th>Timings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Commences</td>
<td>July 1, 2020</td>
</tr>
<tr>
<td>Evaluation of APPPA Streams</td>
<td>Immediate next week after the completion of the course</td>
</tr>
<tr>
<td>Workshop on Research Proposal Presentation</td>
<td>September 14-16, 2020</td>
</tr>
<tr>
<td>Forward Area #</td>
<td>October 05-08, 2020</td>
</tr>
<tr>
<td>Urban Area #</td>
<td>24 – 28 November, 2020</td>
</tr>
<tr>
<td>Rural Area #</td>
<td>01 - 05 December, 2020</td>
</tr>
<tr>
<td>Dissertation preparation*</td>
<td>September 17, 2020 – March 05, 2021</td>
</tr>
<tr>
<td>Last date for submission of the draft dissertation to the faculty supervisor</td>
<td>February 15, 2021</td>
</tr>
<tr>
<td>Return of dissertation by faculty supervisors</td>
<td>February 26, 2021</td>
</tr>
<tr>
<td>Final submission of dissertation</td>
<td>March 08, 2021</td>
</tr>
<tr>
<td>Visit to Panjab University #</td>
<td>April 16, 2021</td>
</tr>
<tr>
<td>Viva Voce</td>
<td>April 19-22, 2021</td>
</tr>
<tr>
<td>Valedictory Dinner</td>
<td>April 23, 2021</td>
</tr>
<tr>
<td>Convocation</td>
<td>April 30, 2021</td>
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</table>

* Participants are expected to concurrently pursue Dissertation work along with other course curricula.
# All visits subject to prevailing Covid-19 situation.
## PROGRAMME OUTLINE

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Stream</th>
<th>Faculty Incharge/s</th>
<th>Mode of Evaluation</th>
<th>No. of Sessions</th>
<th>Credit</th>
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</table>

### A. I  BASIC MODULE: THEORIES AND CONCEPTS

<table>
<thead>
<tr>
<th>A.I.1</th>
<th>Dynamics of Public Administration</th>
<th>C. Sheela Reddy Mamta Pathania</th>
<th>WE</th>
<th>16</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.I.2</td>
<td>Public Finance</td>
<td>V.N. Alok</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.I.3</td>
<td>Sustainable Agriculture and Risk Management</td>
<td>Ashok Vishandass</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.I.4</td>
<td>Administrative Law</td>
<td>Sapna Chadah</td>
<td>CC</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.I.5</td>
<td>Research Methodology &amp; Research Methods: (Quantitative, Qualitative Methods &amp; Dissertation Protocols)</td>
<td>Roma Debnath</td>
<td>RP and IP</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.I.6</td>
<td>Digital Transformation of Governance &amp; India</td>
<td>Charru Malhotra</td>
<td>A</td>
<td>16</td>
<td>1</td>
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</table>

**SUB-TOTAL OF A.I** 72 4

### A. II  THEMATIC MODULE: ADMINISTRATION AND GOVERNANCE

<table>
<thead>
<tr>
<th>A.II.1</th>
<th>Human Resource Management</th>
<th>Neetu Jain</th>
<th>GA</th>
<th>10</th>
<th>0.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.II.2</td>
<td>Urban Governance</td>
<td>K. K. Pandey</td>
<td>GR and P</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.II.3</td>
<td>Gender in Development</td>
<td>Nupur Tiwary</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.II.4</td>
<td>Rural Governance: Growth &amp; Strategies</td>
<td>Saket Bihari Amit K. Singh</td>
<td>GA and GD</td>
<td>10</td>
<td>0.5</td>
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<tr>
<td>A.II.5</td>
<td>Development and Management of Infrastructure Projects</td>
<td>Kusum Lata</td>
<td>GA</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.II.6</td>
<td>Cyber Security Strategy</td>
<td>Surabhi Pandey</td>
<td>GA</td>
<td>10</td>
<td>0.5</td>
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<tr>
<td>A.II.7</td>
<td>International Trade and Commerce</td>
<td>Ashok Vishandass</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.II.8</td>
<td>National Security, Defence Procurement and Cyber Disarmament</td>
<td>Surabhi Pandey</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
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</tbody>
</table>

**SUB-TOTAL OF A.II** 80 4

### A. III  PUBLIC POLICY MODULE: CRITICAL CONCERNS IN GOVERNANCE

<table>
<thead>
<tr>
<th>A.III.1</th>
<th>Operations Management</th>
<th>Pawan K. Taneja</th>
<th>MCQ</th>
<th>10</th>
<th>0.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.III.2</td>
<td>Tribal Development &amp; Strategies</td>
<td>Nupur Tiwary</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.III.3</td>
<td>Disaster Risk Reduction</td>
<td>V. K. Sharma</td>
<td>TP</td>
<td>10</td>
<td>0.5</td>
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<tr>
<td>A.III.4</td>
<td>Public Policy Response -Post COVID -19</td>
<td>Sachin Chowdhry</td>
<td>A</td>
<td>10</td>
<td>0.5</td>
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<tr>
<td>A.III.5</td>
<td>Climate Smart Governance</td>
<td>Shyamli Singh</td>
<td>TP</td>
<td>10</td>
<td>0.5</td>
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<tr>
<td>A.III.6</td>
<td>Indian Social Systems</td>
<td>Saket Bihari</td>
<td>GR and P</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.III.7</td>
<td>Consumer Protection: Laws &amp; Policies</td>
<td>Suresh Misra Mamta Pathania</td>
<td>GR and P</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.III.8</td>
<td>Land, Labor &amp; Migration</td>
<td>G. Mohapatra</td>
<td>GR and P</td>
<td>10</td>
<td>0.5</td>
</tr>
<tr>
<td>A.III.9</td>
<td>Social Justice: Equity and Harmony</td>
<td>C. Sheela Reddy</td>
<td>GR and P</td>
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</table>

**SUB-TOTAL OF A. III** 90 4.5

### A. IV  CONTEMPORARY GOVERNANCE ISSUE: ONE ELECTIVE (TO BE CHOSEN)

| A.IV.1  | Public Enterprises Management | Sujit Kumar Pruseth | GR and P | 10 | 0.5 |

---

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### A.IV.2 Dynamics of Indian Diaspora: Migration, Adaptation and Overseas Indian Communities
- **G. Mohapatra**
- **GP and A**
- **10**
- **0.5**

### A.IV.3 International Relations: Challenges in a Post-Truth Age
- **Manan Dwivedi**
- **A**
- **10**
- **0.5**

### A.IV.4 Data Analytics for Public Administrators
- **Roma Debnath**
- **A**
- **10**
- **0.5**

### A.IV.5 Role of Informal Bodies in Urban Governance
- **Amit K. Singh**
- **A**
- **10**
- **0.5**

### A.IV.6 Policy & Regulatory Framework for GovTech
- **Charru Malhotra**
- **A**
- **10**
- **0.5**

### A.IV.7 Business Intelligence and Analytics for Policy-making
- **Surabhi Pandey**
- **A**
- **10**
- **0.5**

### A.IV.8 Financial Management
- **Pawan Taneja**
- **A**
- **10**
- **0.5**

### A.IV.9 Advances in HRD
- **Neetu Jain**
- **A**
- **10**
- **0.5**

### A.IV.10 Cooperative Federalism
- **V N Alok**
- **A**
- **10**
- **0.5**

### A.IV.11 Good Governance & Service Delivery
- **Mamta Pathania**
- **A**
- **10**
- **0.5**

**SUB-TOTAL OF ELECTIVE 10 0.5**

### B EXPERIENTIAL

#### B.I Experiential Presentations
- **S. N. Tripathi**
- **Charru Malhotra**
- **Pawan K. Taneja**
- **IP and Case Submission**
- **20**
- **1**

#### B.II Rural Field Visit: Rural Development and Administration with special reference of implementation of flagship and innovative schemes
- **Amitabh Ranjan**
- **Nupur Tiwary**
- **Saket Bihari**
- **G. Mohapatra**
- **Amit K. Singh**
- **GR and P**
- **10**
- **0.5**

#### B.III Urban Field Visits: Urban Development and Administration with special reference to Smart cities (Pune, Ahmedabad, Shillong)
- **K.K. Pandey**
- **Amitabh Ranjan**
- **Kusum Lata**
- **Sachin Chowdhary**
- **Amit K. Singh**
- **GR and P**
- **10**
- **0.5**

#### B.IV Visit to Forward Area (Leh, Sikkim)
- **S. N. Tripathi**
- **Amitabh Ranjan**
- **Charru Malhotra**
- **Pawan K. Taneja**
- **GR and P**
- **4**
- **0.5**

#### B.V Visit to Knowledge Partners (PAU, IIT-R)
- **S. N. Tripathi**
- **Amitabh Ranjan**
- **Charru Malhotra**
- **Pawan K. Taneja**
- **GR and P**
- **4**
- **0.5**

#### B.VI My Social Responsibility
- **S. N. Tripathi**
- **Charru Malhotra**
- **Pawan K. Taneja**
- **Mini Project/YouTube Individual Videos**
- **10**
- **0.5**

**SUB-TOTAL OF EXPERIENTIAL 58 3.5**
### C. DISSERTATION AND VIVA-VOICE

<table>
<thead>
<tr>
<th>C.I</th>
<th>Complete Dissertation Report</th>
<th>Faculty Guide</th>
<th>D 234</th>
<th>4.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.II</td>
<td>Viva-Voce</td>
<td>Board headed by Director</td>
<td>VV 20</td>
<td>0.5</td>
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</table>

**SUB-TOTAL OF C (DISSERTATION AND VIVA-VOICE) 254 5**

### D. CO-CURRICULAR ACTIVITIES

<table>
<thead>
<tr>
<th>D.I</th>
<th>Visits to Cultural, Heritage &amp; Archaeological Sites</th>
<th>S. N. Tripathi, Charru Malhotra, Pawan K. Taneja</th>
</tr>
</thead>
<tbody>
<tr>
<td>D.II</td>
<td>Lectures cum Demo of Different Cultural and Art Forms of India</td>
<td>S. N. Tripathi, Charru Malhotra, Pawan K. Taneja</td>
</tr>
<tr>
<td>E</td>
<td>Brain Storming on Contemporary Issues (Special Lectures/ Panel Discussions/ Webinars)</td>
<td>S. N. Tripathi, Charru Malhotra, Pawan K. Taneja</td>
</tr>
<tr>
<td>F</td>
<td>Overall Assessment</td>
<td>S. N. Tripathi, Charru Malhotra, Pawan K. Taneja</td>
</tr>
</tbody>
</table>

**SUBTOTAL (C+E+F) 264 7.5**

**GRAND TOTAL (A.I+A.II+A.III+A.IV+B+C+D+E+F) 574 24**

**Notes:**
1. Participants have to take classes of all electives and appear in the assessment of 03 electives. Highest marks of any one of the electives will be taken into overall assessment.
2. Two weeks’ field visits: One week each for Rural and Urban areas to be undertaken.

### ACRONYMS

<table>
<thead>
<tr>
<th>A</th>
<th>Assignment</th>
<th>GR and P</th>
<th>Group Report and Presentation</th>
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</thead>
<tbody>
<tr>
<td>CC</td>
<td>Case Comments</td>
<td>IP and CS</td>
<td>Individual Presentation and Case Submission</td>
</tr>
<tr>
<td>CS</td>
<td>Case Study</td>
<td>MCQ</td>
<td>Multiple Choice Question</td>
</tr>
<tr>
<td>CP</td>
<td>Class Participation</td>
<td>RP and IP</td>
<td>Research Proposal and Individual Presentation</td>
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<td>D</td>
<td>Dissertation</td>
<td>TP</td>
<td>Term Paper</td>
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<tr>
<td>GA</td>
<td>Group Assignment</td>
<td>VV</td>
<td>Viva-Voce</td>
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<tr>
<td>GP</td>
<td>Group Presentation</td>
<td>WE</td>
<td>Written Examination</td>
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<tr>
<td>GR</td>
<td>Group Report</td>
<td></td>
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</tr>
</tbody>
</table>

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## PROGRAMME DIRECTORS AND PROGRAMME CO-DIRECTORS

<table>
<thead>
<tr>
<th>PROGRAMME DIRECTORS</th>
<th>ASSOCIATE/CO-PROGRAMME DIRECTORS</th>
<th>YEAR (PROGRAMME NO.)</th>
<th>FIRST RANK HOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Charru Malhotra</td>
<td>Dr. Pawan K. Taneja</td>
<td>2020-2021 [46th]</td>
<td>Ms. Lily Pandeya</td>
</tr>
<tr>
<td>Prof. Govinda Bhattacharjee</td>
<td>Dr. Neetu Jain</td>
<td>2019-2020 [45th]</td>
<td>Ms. Madhumita Das</td>
</tr>
<tr>
<td>Prof Ashok Vishandass</td>
<td>Dr. Kusum Lata</td>
<td>2018-2019 [44th]</td>
<td>Ms. Tarika Roy</td>
</tr>
<tr>
<td>Prof. C. Sheela Reddy</td>
<td>Dr. Mamta Pathania</td>
<td>2017-2018 [43rd]</td>
<td>Shri Sanjay Mehrishi</td>
</tr>
<tr>
<td>Prof. K.K. Pandey</td>
<td>Dr. Sachin Chowdhry</td>
<td>2015-2016 [41st]</td>
<td>Ms. Vandana Sethi</td>
</tr>
<tr>
<td>Prof. Suresh Misra</td>
<td>Dr. C. Sheela Reddy</td>
<td>2014-2015 [40th]</td>
<td>Shri Atul Kumar Tiwari</td>
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<tr>
<td>Prof. Rakesh Gupta</td>
<td>Prof. Suresh Misra</td>
<td>2013-2014 [39th]</td>
<td>Shri A.K. Bhardwaj</td>
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<tr>
<td>Prof. Pranab Banerji</td>
<td>Dr. Girish Kumar</td>
<td>2012-2013 [38th]</td>
<td>Shri Rajiv Arora</td>
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<tr>
<td>Prof. K. K. Pandey</td>
<td>Dr. Sachin Chowdhry</td>
<td>2011-2012 [37th]</td>
<td>Shri Umang Narula</td>
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<tr>
<td>Prof. R.K. Barik</td>
<td>Prof. Nand Dhameja</td>
<td>2010-2011 [36th]</td>
<td>Shri G. Alagarsamy</td>
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<tr>
<td>Prof. Dolly Arora</td>
<td>Prof. S.K. Ghosh</td>
<td>2009-2010 [35th]</td>
<td>Shri M.S. Kaushik</td>
</tr>
<tr>
<td>Prof. Vinod K. Sharma</td>
<td>Dr. Girish Kumar</td>
<td>2008-2009 [34th]</td>
<td>Shri T.S.A. Narayanan</td>
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<tr>
<td>Prof. Jaytilak Guha Roy</td>
<td>Dr. Girish Kumar</td>
<td>2007-2008 [33rd]</td>
<td>Shri G. Alagarsamy</td>
</tr>
<tr>
<td>Prof. Anil C. Ittyerah</td>
<td>Dr. V.N. Alok</td>
<td>2006-2007 [32nd]</td>
<td>Shri S. K. Ghosh</td>
</tr>
<tr>
<td>Prof. Rajesh Singh</td>
<td>Shri N.C. Ganguli</td>
<td>2004-2005 [30th]</td>
<td>Shri Alok Johri</td>
</tr>
<tr>
<td>Prof. Aasha Kapur Mehta</td>
<td>Dr. Dolly Arora</td>
<td>2003-2004 [29th]</td>
<td>Shri Sumit Sinha</td>
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<tr>
<td>Prof. P.K. Chaubey</td>
<td>Shri N.C. Ganguli</td>
<td>2002-2003 [28th]</td>
<td>Shri Naseem Ahmad</td>
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<tr>
<td>Prof. S.S. Singh</td>
<td>Shri Rakesh Gupta</td>
<td>2000-2001 [26th]</td>
<td>Shri P.C. Chhotaray</td>
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<tr>
<td>Prof. Prasad K. Sharma</td>
<td>Dr. (Mrs.) Rajesh Singh</td>
<td>1999-2000 [25th]</td>
<td>Shri Prasanta Kumar Swain</td>
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<tr>
<td>Prof. K.S.R.N. Sarma</td>
<td>Dr. (Mrs.) Shanta Kohli Chandra Shri N.C. Ganguli</td>
<td>1998-1999 [24th]</td>
<td>Shri Satish Chandra</td>
</tr>
<tr>
<td>Prof. R.K. Tiwari</td>
<td>Dr. Sujata Singh Shri Rakesh Gupta</td>
<td>1997-1998 [23rd]</td>
<td>Shri Yogendra Narain</td>
</tr>
<tr>
<td>Prof. J.C. Kapur</td>
<td>Shri N.C. Ganguli Dr. (Mrs.) A. Sarada</td>
<td>1996-1997 [22nd]</td>
<td>Shri Prasanta Kumar Swain</td>
</tr>
</tbody>
</table>
COURSE FEE

A total amount of Rs. 11,65,840- (Rupees eleven lakh sixty-five thousand eight hundred and forty only) out of which an amount of Rs. 6,65,840 (Rupees six lakh sixty-five thousand eight hundred forty only) towards the domestic component and an amount of Rs. 5,00,000 (Rupees five lakh only) to cover the cost of preparation of dissertation/field visits/foreign visits, is to be remitted by the Cadre Controlling Authorities/ sponsoring Authorities to the Registrar, Indian Institute of Public Administration (IIPA), New Delhi.
FURTHER ENQUIRIES

Further information may be sought from the following:

**IIPA**

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<th>TELEPHONE OFFICE</th>
<th>MOBILE</th>
<th>E-MAIL</th>
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<tr>
<td>1.</td>
<td>Dr. Charru Malhotra, Programme Director (APPPA)</td>
<td>23468393</td>
<td>9818529298</td>
<td>charrumalhotra.iipa[at]gov.in</td>
</tr>
<tr>
<td>2.</td>
<td>Dr. Pawan Kumar Taneja Programme Co-Director (APPPA)</td>
<td>23468327</td>
<td>9818210463</td>
<td><a href="mailto:dr.p.k.taneja@gmail.com">dr.p.k.taneja@gmail.com</a></td>
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**DEPARTMENT OF PERSONNEL AND TRAINING**

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<tr>
<td>1.</td>
<td>Mrs. Rashmi Chowdhary Additional Secretary (Training)</td>
<td>26106314</td>
<td>26107962</td>
<td><a href="mailto:rashmi.edu@nic.in">rashmi.edu@nic.in</a></td>
</tr>
<tr>
<td>2.</td>
<td>Sh A.N. Narayanan Deputy Secretary (Training)</td>
<td>26107960</td>
<td>26107962</td>
<td><a href="mailto:an.narayanan@nic.in">an.narayanan@nic.in</a></td>
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**THE PROGRAMME PERSONNEL**

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<tr>
<td><strong>DIRECTOR/ FACULTY</strong></td>
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</tr>
<tr>
<td>Shri Surendra Nath Tripathi</td>
<td>Director</td>
<td>23702434</td>
<td>23702440 (F)</td>
</tr>
<tr>
<td>Dr. Charru Malhotra</td>
<td>Programme Director</td>
<td>23468393</td>
<td>9818529298</td>
</tr>
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<tr>
<td><strong>ADMINISTRATION</strong></td>
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<tr>
<td>Shri Amitabh Ranjan</td>
<td>Registrar</td>
<td>23468362</td>
<td>23702438</td>
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<tr>
<td>Shri Mithun Barua</td>
<td>Dy. Registrar (Academic Support)</td>
<td>23468305</td>
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<tr>
<td>Shri O.P. Chawla</td>
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<td>23468320</td>
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<td><strong>MEDICAL OFFICER (PART-TIME)</strong></td>
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<tr>
<td>Dr. Neetu Gupta</td>
<td>Medical Officer</td>
<td>23468401</td>
<td>987150993</td>
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<tr>
<td><strong>APPPA SECRETARIAT</strong></td>
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<tr>
<td>Shri Anil Kumar Sharma</td>
<td>Superintendent (APPPA)</td>
<td>23468343, 23702439(F)</td>
<td>9873723705</td>
</tr>
<tr>
<td>Shri Manish Rawat</td>
<td>Assistant</td>
<td>23468343</td>
<td>9968566552</td>
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<tr>
<td>Shri Rajesh Kumar</td>
<td>Assistant</td>
<td>23468343</td>
<td>9810363959</td>
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