

**Time - 3 Hour****MM-50**

The question paper contains 1 printed page and an attached Case - "A Day in the Life of a District Magistrate".

Answer the following questions based on the Case attached with this question paper.

Q. 1. Describe the leadership context of Indian public administration vis-à-vis alternate contexts that you have experienced – such as not for profit organizational leadership, developed country-context leadership, shareholder wealth-driven multinational corporate leadership, and such? What do you have to say about the DM's job?
(15 marks)

Q. 2. What are the different behavioral and situational clues that Shaniya observed during her visit that provides you with interesting insights into the DM's job?
(5 marks)

Q. 3. What are the different roles that Ajay performs while rendering the responsibility of the DM?
(5 marks)

Q. 4. What are the different actions taken by Ajay? What are the major behavioral patterns displayed by the DM?
(5 marks)

Q. 5. Based on your answers to Questions 3 and 4, can you classify, categorize, and create certain themes of different roles and behaviors exhibited by the DM in this case?
(10 marks)

Q. 6. Do you observe some of the trade-offs that a leader needs to make while taking decisions?
(10 marks)

A Day in the Life of a District Magistrate

Case

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Abstract

This case covers a day in the life of a public administration leader holding the position of District Magistrate (DM) in a province of India with a population of 2.2 million. The DM is a powerful position in the Indian public administration, akin to the Chief Executive Officer of a company, and is responsible for the smooth functioning of a District. The extensive job scope of District administration and wide-spread penetrating span of control that a DM enjoys, provides an appropriate platform for interesting questions on tasks, roles and behavioral complexities that a leader demonstrates. The case chronicles the tasks and roles that a DM performs in a day, which can be analyzed, categorized, and synthesized to develop insights about the managerial-role theory and leadership behavioral theory. The case invites students to consider varied dilemmas that a DM faces in his day to day tasks which involve taking balanced decisions that have lasting consequences.

Case

Learning Outcomes

In completing this assignment, students should be able to:

1. Identify the roles that a leader plays.
2. Identify and classify the array of behaviors that a leader exhibits.
3. Understand the complexities and the trade-offs a leader needs to make in daily tasks at their workplace.

Further, instructors may also like to showcase the contextual issues and specific work challenges of a public administration setup within a large developing economy.

Introduction

On a bright Sunday morning, young research scholar Shaniya sat tentatively waiting to meet the District Magistrate (DM) of Ramgarh, Jharkhand – a State in the coal belt of Eastern India. She had just won the prestigious Prime Minister's Rural Development Fellowship¹ offered by the Government of India, and was excited to explore the roles that a DM performs as part of his job profile. With that intention, she had sought an appointment with the local DM.

A DM² occupies an almost mythical position in the bureaucratic machinery, with stories built around them that are a mixture of both admiration and envy. Far from being a figurative representative of the State, they are key nodal points charged with delivering constitutional mandates, such as maintaining law and order, ensuring distributive justice, revenue collection, and responsibility to reach the most deprived sections of the District. Though conceived in the higher echelons of political circles, the success or otherwise of most government policies heavily depends on a DM's role in operationalizing those policies. Although an enormous nation, India, divided into multiple Districts, is practically run by these 600 or more DMs who not only act as chief administrative officers and chief revenue officers, but also chair a plethora of committees constituted for different purposes (see Table 1 in the Resources tab for an abridged list of a DM's job description; and Table 2 in the Resources tab for a list of the officers under a DM's purview).





Ramgarh District lies in the heart of Jharkhand State in India. This area is on the Chota Nagpur Plateau, the mineral-rich region of India. As such many important industries are located in this belt including coal and thermal power manufacturing ones. But it is also home to the largest population of indigenous tribes who do not always welcome these attempts to industrialize and modernize the State. Thus, Ramgarh lies in a sensitive zone and the task of the DM in such a region offers great opportunity to glean insights on the many roles that a DM must perform.

Every Day is a Workday

For Ramgarh DM Ajay Das there was no distinction between Sunday and any other workday. In fact, even before Shaniya arrived for her meeting with him, he had been up and busy. As Shaniya waited for him in the drawing room, Ajay was deliberating with *mohalla* (meaning town-level) committees in the next room to resolve an unexpected conflict that had flared up between two religious communities over processions that had been carried out the previous day.

Shaniya sat in the drawing room talking to Ajay's wife Divya who explained that this was a regular occurrence in their house, even on Sundays. For Ajay, there was no distinction between weekdays and weekends, between home and office. She explained that he was the DM 24 hours a day, seven days a week. This was the prime reason she had to give up her lucrative job in the information technology industry and relocate with her husband to remote locations in India. Shaniya had nothing but respect for this woman who had given up everything for her husband's career without any hesitation.

First Impressions

As they sat chatting, Shaniya heard a clear, crisp voice cut through the cacophony of voices in the room next door. She heard Ajay stress the importance of fostering feelings of brotherhood and not yielding to chaos. He then outlined the measures already taken by the District administration such as a video recording of the procession to apprehend the real miscreants. In order to placate the committee members, he also called the Superintendent of Police of the city in their presence, to review security details. It was only then that Shaniya saw the committee members troop out, thanking the DM who was trailing behind them with a serene smile. Having seen them off, Ajay finally joined Shaniya in the drawing room.

They chatted pleasantly for a few minutes. Shaniya explained that she wanted to gain insight on the work done by District administrators to better prepare for the fellowship and Ajay invited her to tag along with him that day. That way she could gain first-hand knowledge of situations and see for herself how a DM was expected to conduct himself. Shaniya was glad for the opportunity. Ajay took Shaniya around the room and showed her photographs from his public administration training academy days. She was impressed by the trophies and medals that lined his wall. It led to Ajay reminiscing about his probationary training period when, as cultural secretary at the academy, he had missed reviewing the play performed by his classmates, which ended up creating some controversy. "That was my first lesson learnt on the job – to be thorough and vigilant" he added with a fond smile.

Laying the Groundwork

They were interrupted by a phone call. It was the District Education Officer calling to inform Ajay that everything was in place for the inauguration of the District-wide training program for all Education Department staff later that day. "Ready to begin?" Ajay asked Shaniya, already gearing up to leave. All Shaniya had time to do was nod before Ajay was back on the phone cross-checking preparations for the inauguration. The training

programme was part of the *Vidyalay Chale Chalayein Abhiyaan* (VCCA), a campaign to enroll more children in school. This project is close to the Jharkhand Chief Minister's³ heart. District level training of educators was the first step to ensuring enrollment of students and continuous monitoring of the scheme. Even though the education schemes are announced by the Chief Minister, the onus lay on the DMs to take the plan to its conclusion. Shaniya wondered if Ajay was under political pressure to make this scheme a success. "There is always pressure" Ajay answered honestly. "But as a DM you can't play into changing political pressures. One has to identify areas that are dear to them, and invest more energy there. For me, education and healthcare have always been critical parameters in measuring social development, so any initiative in those areas becomes a priority. It isn't easy and requires continuous trade-offs, often muddled by ethical complexities."

With Great Power comes Great Responsibility

As the two got into the car, Shaniya could not help but notice the nameplate on the car – "DM Ramgarh" – and the two bodyguards who got into the car with them. She wondered if the position of the DM subsumes the individuality of the person occupying it. "Sometimes the perks can be blinding" Ajay observed. "I see the nameplate as constant reminder of the responsibilities that come with the position." He recalled younger days when he could freely ride on his motorbike with friends.

The training program was to be held 10 kilometers from the DM's residence, and Ajay pointed out the roads with pride to Shaniya. The newly built roads would significantly reduce travel time. Even as he was excitedly explaining the project they had undertaken to bring greater connectivity to the District, Ajay noticed the tea-stalls that had cropped up along the roadside. Immediately he called the respective department head and asked them to clear the congestion on the roads. Similarly, when he spotted large campaign hoardings by political parties along the road, he called his office and instructed them to contact the organization and get them removed immediately.

Ajay saw the quizzical expression on Shaniya's face. "A DM is like the father of the District and the entire District is the family" he explained in typical Indian paternalistic fashion. "One needs to be receptive to all trivial details and understand the implications they may pose for the daily life of the people."

The Journey is as Important as the Destination

While Shaniya assiduously made little notes about the DMs responsibilities in her notebook, Ajay too sat and read through the program schedule before making little notes and rehearsing his speech for the inauguration. Shaniya did not miss the conviction with which he spoke the lines he had written. It seemed he had many plans to secure the commitment of various stakeholders in order to make Ramgarh the first District in Jharkhand to have 100% enrollment. The VCCA student enrollment mission was personal to him. To that end, he called the headman of the nearby village to inform him of his intention to adopt the school there, with the idea of making it a model school. He instructed the headman to prepare a list of things that would make the chosen school better. But that was not the end of it. When he received an invitation from the local public sector giant Coal India Limited to be a chief guest at their annual cultural festival, Ajay did not hesitate in highlighting his educational agenda with them either. Even as he graciously accepted their invitation, he secured their commitment to adopt five village schools under the VCCA mission.

By the time they reached the venue, Ajay had completed a fair bit of his day's work. As soon as Ajay got out of the car, people came rushing to greet him with flowers and to escort him to the dais. Shaniya noted that the stage was set up with at least 20 chairs and she was at first confused by this. She had never attended an event with 20 chief guests on a stage! She understood only later when Ajay told her in strict confidence that the stage had been set up so that everybody was treated with equal importance and nobody's ego was hurt.





Shaniya laughed even as she agreed with his rationale.

Lighting Lamps, Igniting Minds

The program began with the lighting of the lamp and the felicitation of the DM followed by the District Education Officer addressing the audience. While waiting in the wings, Shaniya overheard a curious conversation between a local politician and Ajay. The politician inquired about the bids invited for a new hospital project and furtively mentioned his own candidate, indirectly asking Ajay for a favor. Ajay nodded his head and they continued to exchange pleasantries. After the politician left, Ajay noticed the bewildered expression on Shaniya's face and ascertained her unasked question. "No Shaniya! I would never deviate from the prescribed norms when assigning contracts or otherwise. However, it is necessary to be pragmatic and flexible. The allocation of resources must be done keeping the welfare of the District in mind. A rigid adherence to a set of ideals would be counterproductive to development." "But where do you draw the line?" Shaniya asked bluntly. She had heard so many stories of corruption and nepotism in the public sector. Ajay took a minute to think before answering, "I am a practical idealist in such matters!"

Shaniya's doubts still persisted but it was time for Ajay to deliver his speech. Ajay began by saying that he himself went to a public school and was not pleased by the helplessness expressed by the District Education Officer over the dismal state of government run schools. His speech was in equal parts emotional and motivational and by the end of his speech he had roused the passion of the audience. As he laid out his detailed plans to adopt village schools and mobilize funds, Shaniya could see many faces in the audience nodding their heads and clapping enthusiastically. Nothing better than a speech like that to exhort people into action, mused Shaniya.

God is in the Details

Ajay did not stay long after his speech. They were soon back on their way to the DM's headquarters. It was on the way that Ajay pointed out a famous temple of Ramgarh District. He told her of how he intended to set up a committee to oversee the running of the temple. But the head priest was staunchly opposed to the idea. Ajay was trying to make him see reason. Ajay believed the committee would ensure that donations from devotees and temple funds were not funneled for personal gains, which would improve transparency. "The priest is still apprehensive" Ajay said, "I still have to charm him and gain his confidence before I can constitute the committee. Otherwise the unnecessary conflict might actually jeopardize the whole process".

As the car entered the office compound, Shaniya noticed that all administrative wings of the DM's office were within the one compound. "Does this help expedite processes?" Shaniya asked. "That and it helps with the staff's attendance when they know I am around" Ajay chuckled. However, the day being Sunday, there was only a groundsman around. He rushed to hold the car door open for Ajay. Ajay greeted him with a *namaste* – a respectful Hindu greeting – and asked about his father's health. The groundsman was touched by Ajay's concern and thanked him. Shaniya made a mental note of this exchange. Ajay was clearly a man who did not miss a thing!

"If you think of this office as a huge organism, you will understand that it is important to take care of each and every one of its parts to ensure smooth functioning" Ajay explained patiently. "I believe when the individuals in this office are happy and enthusiastic to work, it will translate into the success of our various initiatives. Take for example this conference room," Ajay showed Shaniya into a room with a large wooden round table surrounded by at least 40 chairs, with a huge screen on one end. "The mantra is to ensure everybody is listened to. So, everybody gets equal chance to be heard at the table. There's no hierarchy that may breed discontent. Half of my work is done the moment I allow all my department heads to sit together. Not only does it increase inter-departmental bonhomie but also more cohesive planning of government programs."

"You see" Ajay continued, "plans fail when we miss out on the details. For example, with the education program, it was the Women and Child Development department that pointed out that special provisions must be made to check drop-out rates for teenage girls. And the Health and Sanitation Department that came up with the solution to build toilets for girls at schools and ensure sanitary pads are made available to them for free. The Education Department on its own may not have thought of these potential pitfalls in the program."

Creating Win-Win Situations

Ajay lead Shaniya to the large waiting area where a group of villagers and a few individuals dressed in corporate attire were having a heated exchange. As soon as they spotted Ajay they came rushing to him. Despite it being a Sunday and the office of the DM officially closed, Ajay lead them to their office to hear them out. The villagers complained that they were facing health issues because of the pollution caused by the ancillary automobiles manufacturing company. The company representatives were quick to defend themselves as they showed Ajay the latest reports on pollution levels that indicated everything was within limit. Ajay accepted the report and assured them that he would pass it on to the concerned department and that they will run an independent inquiry into the matter. This seemed to soothe both parties. In parting, Ajay asked the villagers if they were still facing difficulty procuring drinking water. The villagers informed him that they had to walk more than one-half kilometer to a well to collect water. Ajay then asked the company's representatives to undertake the construction of hand-pumps in the village through the Corporate Social Responsibility fund. Having extracted their promise on the matter, Ajay dismissed both parties.

Moment to Catch a Breath

It was then that Ajay finally lead Shaniya to his unassuming office. One wall was covered by an end to end bookshelf and another was covered in large District maps. The desk itself was clean. "This is where I spend a third of my day" Ajay announced. "The mornings are usually spent conducting field analysis and meeting stakeholders, while the afternoons are spent here going through files and conducting day to day affairs. The evenings are usually reserved for visitors and updates from department heads." "But your work hardly ends there" Shaniya correctly guessed. Ajay sighed, "Yes, I am guilty of taking my work home. My office at home is smaller but pretty much the same. It's where I read up on matters and prepare myself for the next day."

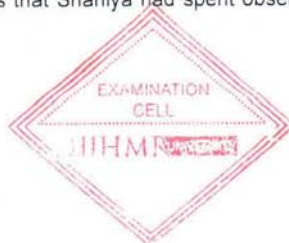
"Is it worth it?" Shaniya asked. But before Ajay could answer, they were interrupted by a phone call. It was Ajay's daughter on the other end. Ajay promised her he would be back home soon to play her new board game with her. After ending the call, Ajay sat silently staring out of his window for a long minute before turning to Shaniya with an answer, "The pay is not much. With the constant transfers to remote locations, every posting is a challenge. My wife has had to give up her career and I inadvertently miss out on important days with the children. But I love my work. And I love that my work directly affects the lives of so many people. The work I do is a reward in of itself."

"A good night's sleep after an honest day's work?" Shaniya asked contemplatively.

Ajay nodded his head before smiling, "Well not today though. I have a late flight to catch. There's a meeting with the chief minister first thing tomorrow. And I will have to spend the evening going through reports that my staff has prepared for me. I will have to steal a couple of hours of shut-eye in between somehow!"

Conclusion

At the end of the four short hours that Shaniya had spent observing the DM, she did not know whether to





be impressed by Ajay's dedication or troubled by his hectic schedule. There was also the looming issue that pretty soon she would be trailing one such DM under her fellowship and may as well have to keep such working hours. She thanked Ajay for letting her get a glimpse of the roles a DM performs and the challenges they face. She had collected a significant amount of data to help her understand the work of a DM and could now attempt to draw a leadership profile of an individual in such a position.

Discussion Questions

1. Describe the leadership context of Indian public administration vis-à-vis alternate contexts that you have experienced – such as not for profit organizational leadership, developed country-context leadership, shareholder wealth-driven multinational corporate leadership, and such? What do you have to say about the DM's job? (Learning Objective 1)
2. What are the different behavioral and situational clues that Shaniya observed during her visit that provides you with interesting insights into the DM's job? (Learning Objective 1)
3. What are the different roles that Ajay performs while rendering the responsibility of the DM? (Learning Objective 1)
4. What are the different actions taken by Ajay? What are the major behavioral patterns displayed by the DM? (Learning Objective 2)
5. Based on your answers to Questions 3 and 4, can you classify, categorize, and create certain themes of different roles and behaviors exhibited by the DM in this case? (Learning Objective 2)
6. Do you observe some of the trade-offs that a leader needs to make while taking decisions? (Learning Objective 3)

Notes

1. Please refer to <http://pmrdfs.tiss.edu/> for further information. This website describes that: "The Fellowship has the twin objective of engaging young professionals to work with District Magistrates in improving the development programmes as well as to build them as a cadre of development facilitators, who will be available as a ready resource for rural development activities over a long term."

2. They are members of the Indian Administrative Service (IAS), and are appointed by the Central Government. Recruitment to the IAS is done through an extremely competitive filtering process by the Union Public Service Commission, Government of India wherein about 50–180 officers are shortlisted every year from about half a million candidates. They then undergo extensive 2-years' training – including field training as assistant District Magistrates – before being given independent charge of Districts.

3. Within the Indian political context of Federalism, the Chief Minister is to a state what a Prime Minister is to the nation. A State is composed of a number of Districts; since a District Magistrate manages a District he is answerable to the Chief Minister on all developmental issues.

Further Reading

Mintzberg, H. (1975). The manager's job: Folklore and fact. *Harvard Business Review*, 53(4), 49–61.
 Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *The Academy of Management Perspectives*, 26(4), 66–85.
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Resources

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Resources

Table 1. District Magistrates' Job Responsibilities

Fundamental Responsibility – Chief Executive of a District

Responsible for running the administration of the District smoothly and properly

Head, District Administration	1. Coordination – guidance to all District departments 2. (Agriculture, Civil Supplies, Ground Water, Forest, Social Welfare, Education, Revenue, District Planning, Health, Industry, Water Supply, Roads and Bridges, Social Security, Sports, Welfare Development, <i>Panchayati Raj</i>, Labour Department, Power, etc.) 3. Administration of municipal committees, market committees, <i>panchayat</i> communities, community development blocks and the District Assembly 4. Take all the necessary actions under the preventive section of the criminal procedure code
District Magistrate	1. Maintenance of District's law and order 2. Supervision of District executive magistracy 3. Hearing of the appeals and revision against the orders of <i>Tahsildars</i> (District Tax/Rent Officers) 4. Supervisory powers over the administration of jails and lock-ups in the District 5. Controls and directs the actions of the police in law and order 6. Pays attention to the problems arising out of social tensions, communal disharmony, caste problem, terrorism, smuggling and economic offences
District Development Officer/District Programme Coordinator	1. Responsible for the planning/execution/monitoring of rural development schemes 2. To conduct all the development plans and projects of the District 3. To act as the chief liaison officer of the State Government within the District 4. Anchor to implementation of Central Government flagship programs 5. To submit the budget of the District to the Central Government for different schemes and programs





Collector	1. The collection of land revenue 2. Maintenance of land records 3. Land reforms 4. Consolidation of holdings 5. Collection of irrigation dues, income tax dues, agricultural dues, canal dues, sales tax, arrears, court fees, excise duties on various commodities, stamp duties, etc. 6. Issuing of certificate to the person belonging to Scheduled Caste/Scheduled Tribes 7. Redress the grievances of the local people
Crisis Administrator	1. To arrange relief measures 2. To organize rescue operations 3. To alleviate epidemics 4. To ensure medical treatment 5. To prevent panic
District Election Officer	1. For the peaceful and orderly conduct of all elections held in the District from time to time 2. Returning Officer for Central and State Elections
Other	1. <i>Representative Officer</i> – Official government representative in the ceremonial functions 2. <i>Chief Protocol Officer</i> – Receiving higher executive officers, Chief Minister and other ministers 3. <i>Human Resource Manager</i> – Looks after personnel matters and training needs of entire District staff and supervises their functioning 4. <i>Chief Executive Officer</i> – Implementing transfer posting and granting leaves to all gazette officers

In any matter of public importance which is not categorized or assigned in the sphere of any government department, State or Central, the DM in the role of principal administrator, is required to take cognizance of the matter in the public interest.

**Panchayati Raj* refers to a system of governance at the village level where an elected body of representatives is responsible for local administration and is answerable to the DM.

Source: Collated from various Central Government documents and websites.

Table 2. Administrative support for a District Magistrate

Additional Collector	Assistant Commissioner, Excise
Block Development Officers	Chief Executive Officer, Cantonment Board
Child Development Officers	Circle Officers
Civil Surgeon	Dairy Development Officer
Deputy Commissioner, Sale Tax	Deputy Development Commissioner
Deputy Election Officer	Director, District Rural Development Agency
District Agriculture Officer	District Education Officer
District Employment Officer	District Engineer, District Board
District Fire Bridged Officer	District Fishery Officer
District Horticulture Officer	District Husbandry Officer
District Informatics Officer	District Information and Public Relations Officer



District Mining Officer	District Panchayat Raj Officer
District Planning Officer	District Social Welfare Officer
District Sub-Registrar	District Transport Officer
District Welfare Officer	District Co-operative Officer
Divisional Forest Officer	District Probation Officer, Unique Identification Authority of India
Executive Engineer, Electric Supply	Executive Engineer, Minor Irrigation
Executive Engineer, National Rural Employment Program	Executive Engineer, Public Health Engineering Department
Executive Engineer, Public Works Department, Building Division	Executive Engineer, Public Works Department, Roads Division
Executive Engineer, Rural Engineering Organization	Executive Engineer, Special Division
Executive Magistrates	Executive Officer, National Savings
Food Safety Officer	General Manager, District Industry Center
Labor Superintendent	Lead District Manager
Lokpal (anti-corruption authority or ombudsman) – Mahatma National Rural Employment Guarantee Act	Prime Minister's Rural Development Fellowships



Project Director, Agriculture Technology Management Agency

Regional Officer Pollution Control
Board

Sub-Divisional Officer, Bharat Sanchar Nigam Limited

Secretary, Bazar Samiti

Soil Conservation Officer

Sub-Divisional Officer

Superintendent of District Education

Superintendent of Police

Treasury Officer

o

Source: www.ramgarh.nic.in (retrieved May 29, 2015).

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