



**MANONMANIAM SUNDARANAR UNIVERSITY**

**TIRUNELVELI – 12**

**M.A. Public Administration**

**TAMILNADU STATE COUNCIL FOR HIGHER EDUCATION,**

**CHENNAI – 600 005**

**FROM THE ACADEMIC YEAR 2023 – 2024**

<b>TANSICHE REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR POST-GRADUATE EDUCATION</b>	
Programme:	<b>M.A. PUBLIC ADMINISTRATION</b>
Programme Code:	
Duration:	<b>2 YEARS</b>
Programme Outcomes:	<p><b>PO1: Disciplinary knowledge:</b> Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate Programme of study</p> <p><b>PO2: Communication Skills:</b> Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.</p> <p><b>PO3: Critical thinking:</b> Capability to apply analytic thought to a body of knowledge; analyse and evaluate evidence, arguments, claims, beliefs based on empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development.</p> <p><b>PO4: Problem solving:</b> Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of nonfamiliar problems, rather than replicate curriculum content knowledge; and apply one's learning to real life situations.</p> <p><b>PO5: Analytical reasoning:</b> Ability to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples and addressing opposing viewpoints.</p> <p><b>PO6: Research-related skills:</b> A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesising and articulating; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and effect relationships; ability to plan, execute and report the results of an experiment or investigation</p> <p><b>PO7: Cooperation/Teamwork:</b> Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team</p>

	<p><b>PO8: Scientific reasoning:</b> Ability to analyse, interpret and draw conclusions from quantitative/qualitative data; and critically evaluate ideas, evidence, and experiences from an open-minded and reasoned perspective.</p> <p><b>PO9: Reflective thinking:</b> Critical sensibility to lived experiences, with self-awareness and reflexivity of both self and society.</p> <p><b>PO10 Information/digital literacy:</b> Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.</p> <p><b>PO 11 Self-directed learning:</b> Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.</p> <p><b>PO 12 Multicultural competence:</b> Possess knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.</p> <p><b>PO 13: Moral and ethical awareness/reasoning:</b> Ability to embrace moral/ethical values in conducting one’s life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one’s work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.</p> <p><b>PO 14: Leadership readiness/qualities:</b> Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.</p> <p><b>PO 15: Lifelong learning:</b> Ability to acquire knowledge and skills, including learning how to learn, that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of workplace through knowledge/skill development/reskilling</p>
<p>Programme Specific Outcomes:</p>	<p><b>PSO1 – Placement:</b> To prepare the students who will demonstrate respectful engagement with others’ ideas, behaviours, beliefs and apply diverse frames of reference to decisions and actions.</p>

	<p><b>PSO 2 - Entrepreneur:</b> To create effective entrepreneurs by enhancing their critical thinking, problem solving, decision making and leadership skill that will facilitate start-ups and high potential organizations</p> <p><b>PSO3 – Research and Development:</b> Design and implement HR systems and practices grounded in research that comply with employment laws, leading the organization towards growth and development.</p> <p><b>PSO4 – Contribution to Business World:</b> To produce employable, ethical and innovative professionals to sustain in the dynamic business world.</p> <p><b>PSO 5 – Contribution to the Society:</b> To contribute to the development of the society by collaborating with stakeholders for mutual benefit</p>
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**CREDIT DISTRIBUTION - M. A. PUBLIC ADMINISTRATION****Revised Course Structure****FIRST YEAR - SEMESTER-I**

<b>Part</b>	<b>List of Courses</b>	<b>Credits</b>	<b>No. of hours</b>
	<b>Core Course – I –Principles of Public Administration</b>	<b>5</b>	<b>7</b>
	<b>Core Course – II – Administrative Thought</b>	<b>5</b>	<b>7</b>
	<b>Core Course – III – Essentials of Constitution of India</b>	<b>4</b>	<b>6</b>
	<b>Elective Course – I – Dynamics of Development</b>	<b>3</b>	<b>5</b>
	<b>Elective Course – II – Social Entrepreneurship</b>	<b>3</b>	<b>5</b>
		<b>20</b>	<b>30</b>

**FIRST YEAR - SEMESTER-II**

<b>Part</b>	<b>List of Courses</b>	<b>Credits</b>	<b>No. of hours</b>
	<b>Core Course – IV – Indian Government and Administration</b>	<b>5</b>	<b>6</b>
	<b>Core Course – V- Public Policy in India</b>	<b>4</b>	<b>6</b>
	<b>Core Course – VI – Public Financial Administration</b>	<b>4</b>	<b>6</b>
	<b>Elective Course – III – Disaster Management</b>	<b>3</b>	<b>4</b>
	<b>Elective Course – IV – Administrative Behaviour</b>	<b>3</b>	<b>4</b>
	<b>Skill Enhancement Course [SEC] – I – Public Opinion and Survey Research</b>	<b>3</b>	<b>4</b>
	<b>Internship* / Industrial Activity</b>	<b>-</b>	<b>-</b>
		<b>22</b>	<b>30</b>

\* Internship during Summer Vacation. The Credits shall be awarded in Semester – III Statement of Marks

**M.A. Public Administration Second Year  
Semester – III**

<b>Part</b>	<b>List of Courses</b>	<b>credit</b>	<b>Hours per week (L/T/P)</b>
Core – 7	Technology and Public Administration	5	6
Core – 8	Administrative Law	5	6
Core – 9	Local Governance in India	5	6
Core 10	Supply Chain Management	3	3
Elective 5	Social Auditing in India (or) Administrative Techniques	4	6
SEC II	Performance Management –	2	3
	Internship/ Industrial visit/ field visit/ research/ Knowledge updation activity	2	-
		26	30

**Internship during summer vocation. The credit shall be awarded in semester  
III statement of mark  
Semester – IV**

<b>Part</b>	<b>List of Courses</b>	<b>credit</b>	<b>Hours per week (L/T/P)</b>
Core – 11	Comparative Public Administration – In Advance level	5	6
Core – 12	Research Methods in Public Administration	5	6
Core	Project with viva voce Examination	7	10
Elective 6	Political Economy in India (or) Urban Governance in India	3	4
SEC III	Collaborative Governance	2	4
	Extension activity	1	
		23	30

**SEMESTER I****PRINCIPLES OF PUBLIC ADMINISTRATION**

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	<b>Principles of Public Administration</b>	<b>Core</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>7</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To identify the important elements of Public Administration										
<b>C2</b>	To demonstrate how the principles enable efficient and effective public services										
<b>C3</b>	To analyse the basic concepts and dynamics relating to public organization										
<b>C4</b>	To depict the importance of human and financial resources for Public Administration										
<b>C5</b>	To evaluate the various control mechanisms in Public Administration										
<b>UNIT</b>	<b>Content</b>								<b>No. of Hours</b>		
<b>I</b>	<b>Introduction</b> Public Administration: Meaning, Nature, Scope and Significance – Public and Private Administration – Public Administration and its relation with subjects in Social Science – Concept of Organization, Management and Administration								<b>6</b>		
<b>II</b>	Principles of Organization – Origin, Nature and Objectives of Organization – Planning – Division of Work – Hierarchy – Co-ordination – Span of Control – Line and Staff Agencies								<b>6</b>		
<b>III</b>	Bases and Theories of Organization – Purpose, People, Place and Process  Theories – Classical – Behavioural - Ecological								<b>6</b>		
<b>IV</b>	Personnel Administration: Recruitment, Training and Promotion  Financial Administration: Principles of Budget – Preparation – Enactment – Execution – Accounting and Auditing								<b>6</b>		

V	Administrative Control and Accountability – Legislative, Executive and Judicial Control	6
	<b>Total</b>	<b>30</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
1	To recognise the concepts related to principles of administration	PO1
2	To analyse the effective application of principles and approaches to diagnose and solve organizational problems and develop optimal managerial decisions.	PO1, PO2
3	To be familiar with the dynamics of organization, management and administration	PO4, PO6
4	To exhibit the new horizons of Public Administration	PO4, PO5, PO6
5	To gauge the gap between theory and practice in Public Administration	PO3, PO8
	<b>Text Books</b>	
1	D.Ravindra Prasad & Y. Pardhasaradhi (eds.,) Public Administration: Concepts, Theories and Principles(Eng), Telugu Akademi, Hyderabad, 2011.	
2	Avasthi and Maheswari, Public Administration, (30th Edition), Lakshmi Narayan Agarwal, Agra, 2010.	
3	Rumki Basu, Public Administration: Concepts and Theories (5 <sup>th</sup> Revised), Sterling Publishers, New Delhi, 2004.	
4	A.K. Tripathi, Principles of Public Administration, Murali Lal & Sons, 2008.	
	<b>Reference Books</b>	
1	W.F. Willoughby, Principles of Public Administration, Brooking Institutions, 1929.	
2	S.R. Nigam, Principles of Public Administration, Kitab Mahal, 1974.	
3	Avasthi & Avasthi, Public Administration in India, Lakshmi Narayan Agarwal, Agra, 2012.	
4	M. Laxmikanth, Public Administration, Tata McGraw Hill, New Delhi, 2017.	
5	H. George Frederickson, New Public Administration, The University of Alabama Press, Alabama, 1980.	
	<b>Web Resources</b>	
1	<a href="https://www.britannica.com/topic/public-administration/Principles-of-public-administration">https://www.britannica.com/topic/public-administration/Principles-of-public-administration</a>	
2	<a href="https://onlinecourses.swayam2.ac.in/cec22_hs03/preview">https://onlinecourses.swayam2.ac.in/cec22_hs03/preview</a>	



**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong    M-Medium    L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

**ADMINISTRATIVE THOUGHT**

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Administrative Thought</b>	Core	Y	-	-	-	5	7	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To introduction to the discipline of Public Administration										
<b>C2</b>	To acquaint with the main administrative ideas of major administrative thinkers										
<b>C3</b>	To classify and interpret the contributions made by these thinkers to the administrative thinking.										
<b>C4</b>	To gain deep insight and understanding about the administrative thoughts.										

<b>C5</b>	To know the administrative theories and concepts to make sense of administrative practices.	
<b>UNIT</b>	<b>Content</b>	<b>No. of Hours</b>
<b>I</b>	<b>Administrative Theory:</b> Concept, significance and importance of Theory - Evolution and Emerging Trends in Administrative theory. <b>Dichotomy Theorists:</b> Woodrow Wilson: Politics - Administration Dichotomy, Frank Goodnow: American Public Administration	<b>6</b>
<b>II</b>	<b>Indian Theorists:</b> Kautilya – Arthashastra, Thiruvalluvar – Governance and Management, Ambedkar – The Constitution of India <b>Classical Theorists:</b> Fredrick Winslow Taylor: Scientific Management theory, Henry Fayol: Foundations of Management, Luther Gullick and LyndallUrwick: Science of Administration	<b>6</b>
<b>III</b>	<b>Human Relations Theorists:</b> Elton Mayo Human Relations Movement, M.P. Follet: Constructive Conflict and Leadership <b>Bureaucratic Theorists:</b> Max Weber: Bureaucracy, Karl Marx: State and Bureaucracy	<b>6</b>
<b>IV</b>	<b>Behavioural Theorists:</b> Chester Barnard: Formal and Informal Organisations and Functions of the Executive, Herbert Simon: Administrative Behaviour and Decision Making, Chris Argyris: Organizational development <b>Management &amp; Leadership Theorists:</b> Rensis Likert: Organizational structure and Management Practices, P.F. Drucker: Management by Objectives	<b>6</b>
<b>V</b>	<b>Motivation Theorists:</b> Abraham Maslow: Need Hierarchy Theory, Douglas McGregor: Motivation and Human Behaviour, Fredrick Herzberg: Motivation Studies and Job Enrichment <b>Modern Theorists and Writers on Administration:</b> Y.Dror: Public Policy, F.W. Riggs: Administrative Models, Dwight Waldo: The Administrative State and Future of Administration, Christopher Hood's NPM.	<b>6</b>
	<b>Total</b>	<b>30</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To recall the various administrative theories and concepts	<b>PO1</b>
<b>2</b>	To compare and contrast the contributions by Indian and Classical thinkers	<b>PO1, PO2</b>
<b>3</b>	To develop an understanding of the contributions of human relations and behavioural thinkers	<b>PO4, PO6</b>
<b>4</b>	To comprehend the contributions of management and leaderships theorists	<b>PO4, PO5, PO6</b>

5	To synthesize the contributions of modern theorists and writers on administration	PO3, PO8
<b>Text Books</b>		
1	Ravindra Prasad, V.S.Prasad and Sathya Narayana, <i>Administrative Thinkers</i> , Sterling Publishers Pvt. Ltd., New Delhi, 2011.	
2	Maheshwari. S.R., <i>Administrative Thinkers</i> , Macmillan Publications, New Delhi, 2014.	
3	Fadia. B.L., Kuldeep Fadia, <i>Public Administration-Administrative Theories And Concepts</i> , Sahityabhawan Publications, New Delhi, 2010	
4	Ashok Kumar, <i>Administrative Thinkers</i> , Saurabh Publishing House, New Delhi, 2008.	
5	Rakesh Hooja , Ramesh K Arora , <i>Administrative Theories: Approaches, Concepts and Thinkers in Public Administration</i> , Rawat Publications, New Delhi 2007.	
<b>Reference Books</b>		
1	Luther Gulick&LyndallUrwick (eds.), <i>Papers on Science of Administration</i> , New York Institution of Public Administration, New York, 1937.	
2	Goel, S.L, <i>Public Administration: Theory and Practice</i> , New Delhi, Deep and Deep, 2003.	
3	Hoshiar and Pradeep Sachdeva, <i>Administration Theory</i> , Kitab Mahal Publications Allahabad, 2005.	
4	Sapru. R.K., <i>Administrative theories and Management Thought</i> , India Learning Pvt. Ltd, New Delhi. 2013.	
5	AmitaiEtzioni, <i>Modern Organisation</i> , Englewood Cliffs, N.J., Prentice-Hall, New Jersey, 1964.	
<b>Web Resources</b>		
1	<a href="https://www.tandfonline.com/loi/madt20">https://www.tandfonline.com/loi/madt20</a>	
2	<a href="https://global.oup.com/academic/product/journal-of-public-administration-research-and-theory-14779803">https://global.oup.com/academic/product/journal-of-public-administration-research-and-theory-14779803</a>	
3	<a href="https://onlinelibrary.wiley.com/journal/14679299">https://onlinelibrary.wiley.com/journal/14679299</a>	

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
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CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

#### CO-PO Mapping (Course Articulation Matrix)

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

#### ESSENTIALS OF CONSTITUTION OF INDIA

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									C	External	Total
	Essentials of Constitution of India	Core	Y	-	-	-	4	6	25	75	100
<b>Course Objectives</b>											
C1	Gain insights on the constitutional design of state structures and institutions										
C2	Illustrate the various institutions of the union and states										
C3	Develop the ability to understand the working of the Indian Constitution										

<b>C4</b>	Categorize the role and functions of the administrative machineries at the Union and the State Level	
<b>C5</b>	Examine the significance of the Constitutional and Non-Constitutional Bodies.	
<b>UNIT</b>	<b>Content</b>	<b>No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Historical Background – Constituent Assembly of India – Philosophical Foundations of the Indian Constitution – Preamble – Fundamental Rights – Directive Principles of State Policy – Fundamental Duties – Citizenship including provisions of the Indian Citizenship Act, 1955 – Constitutional Remedies for Citizens	<b>6</b>
<b>II</b>	<b>Union Government:</b> President – Vice President – Prime Minister – Cabinet – Parliament – Supreme Court of India – Judicial Review	<b>6</b>
<b>III</b>	<b>State Government:</b> Governor – Chief Minister – Cabinet – State Legislature – Judicial system in States – High Courts and other Subordinate Courts.	<b>6</b>
<b>IV</b>	<b>Constitutional Bodies:</b> Election Commission – Union Public Service Commission- State Public Service Commission – Finance Commission – National Commission for SC/ST – Comptroller and Auditor General – Attorney General of India – Advocate General of India.  <b>Non Constitutional Bodies :</b> Planning Commission – National Development Council– National Human Rights Commission – State Human Rights Commission -Central Information Commission – State Information Commission – Central Vigilance Commission – Central Bureau of Investigation – Lokpal and Lok Ayukta	<b>6</b>
<b>V</b>	<b>Constitutional Functions:</b> Indian Federal System – Centre State Relations – President’s Rule – Constitutional Amendments – Assessment of the working of the Parliamentary system in India.	<b>6</b>
	<b>Total</b>	<b>30</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	Enumerate the origin, and evolution of the Indian constitution.	<b>PO1</b>
<b>2</b>	Interpret the manner in which government functions through its various organs.	<b>PO1, PO2</b>
<b>3</b>	Measure and justify division of power between various organs of	<b>PO4, PO6</b>

	the government at different levels.	
4	Develop an understanding on the Constitutional and non-constitutional bodies.	<b>PO4, PO5, PO6</b>
5	Compare and contrast the working of the administrative machineries at the Union and the State level.	<b>PO3, PO8</b>
6	Understand the division of powers in Indian federal set-up and its asymmetrical federal arrangements	
	<b>Text Books</b>	
1	Bidyut Chakrabarty and Prakash Chand, “Indian Administration: Evolution and Practice”, Sage Publications India Pvt., Ltd., 2016.	
2	Durga Das Basu, Introduction to the Constitution of India, Prentice Hall of India, New Delhi, 2014.	
3	M. Laxmikanth, “Indian Polity”, Mc. Graw Hill, 7 <sup>th</sup> edition	
4	A. Thiruvengadam, The Constitution of India, A Contextual Analysis, Oxford Press, New Delhi, 2017.	
5	M. Khosla, The Indian Constitution, Oxford University Press, New Delhi, 2012.	
	<b>Reference Books</b>	
1	Madhav Khosla, “ <i>India’s Founding Moment – The Constitution of a Most Surprising Democracy</i> ”, Maurice and Lula Bradley Smith Memorial Fund, 2020	
2	Granville Austin, “ <i>The Indian Constitution, Cornerstone of a Nation</i> ”, Clarendon Press, ed. 2020.	
3	S.K. Chaube, The Making and Working of the Indian Constitution, New Delhi: National Book Trust, 2010.	
4	S. Kashyap, Our Constitution: An Introduction to India’s Constitution and Constitutional Law, National Book Trust, New Delhi, 2017.	
5	M.P.Singh and RekhaSaxena, Federalising India in the Age of Globalisation, Primus Books, New Delhi, 2013.	
	<b>Web Resources</b>	
1	<a href="https://legislative.gov.in/sites/default/files/COI.pdf">https://legislative.gov.in/sites/default/files/COI.pdf</a>	
2	<a href="https://vikaspedia.in/education/interactive-resources/indian-constitution-resources">https://vikaspedia.in/education/interactive-resources/indian-constitution-resources</a>	
3	<a href="https://www.constitutionofindia.net/about-us">https://www.constitutionofindia.net/about-us</a>	
4	<a href="https://constitutionnet.org/vl/item/basic-structure-indian-constitution">https://constitutionnet.org/vl/item/basic-structure-indian-constitution</a>	

5	<a href="https://indiacode.nic.in/">https://indiacode.nic.in/</a>
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**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

**DYNAMICS OF DEVELOPMENT**

Subject Code	Subject Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Dynamics of Development	Elective	Y	-	-	-	3	5	25	75	100
<b>Course Objectives</b>											
C1	To enable the students to appreciate the different perspectives and approaches to the developmental process.										
C2	To map and examine the contours of Development.										
C3	To deduce the importance and need for the Development Administration in the developing countries and more particularly in India.										

<b>C4</b>	To familiarize the students with different approaches to development and their characteristics.	
<b>C5</b>	To analyse the significance of Human Development Index and synthesize with the study of Development economics	
<b>UNIT</b>	<b>Content</b>	<b>No. of Hours</b>
<b>I</b>	<b>INTRODUCTION :</b> Meaning, nature and scope of Dynamics of Development – Significance of Dynamics of Development - Evolution and role of development economics - ‘Development Dynamics: Role of market in Development, Role of community in Development	<b>4</b>
<b>II</b>	<b>CONTEXT OF DYNAMICS OF DEVELOPMENT :</b> Context of Development – Changing nature of Development - ‘Development Processes : Theoretical Perspectives - Development Approaches and Development Strategies’	<b>4</b>
<b>III</b>	<b>CONCEPT OF DEVELOPMENT:</b> Changing profile of development– Strong State Versus the market debate –‘Social and Cultural Dynamics of Development’ Emerging concepts of social and cultural development, social development theory, social development index, cultural obstacles to economic development, social aspiration in the determinants of development and social development principles.	<b>4</b>
<b>IV</b>	<b>DEVELOPMENT AGENCIES:</b> Development Agencies’ - National and International agencies in development. Role of Government Agencies- Role of Financial and Non Financial Institutions- Role of Multilateral and Bilateral International Agencies- Role of the United Nations Agencies	<b>4</b>
<b>V</b>	<b>SUSTAINABLE DEVELOPMENT:</b> UN Sustainable Development Goals – India and SDG - Human Development – Gender Development – Self help group movement- Entrepreneurship	<b>4</b>
	<b>Total</b>	<b>20</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To identify and recognise the basics of development, its approaches and the need for sustainable development	<b>PO1</b>
<b>2</b>	To acquire conceptual and theoretical understanding of development process including the ecological and post-globalization contexts	<b>PO1, PO2</b>
<b>3</b>	To understand the need for Development, Sustainable	<b>PO4, PO6</b>



	Development Goals and Development Indicators	
4	To know about the significance of dynamics of development and learn that development is a dynamic concept.	<b>PO4, PO5, PO6</b>
5	To familiar with the main actors who play important roles in the developmental process	<b>PO3, PO8</b>
	<b>Text Books</b>	
1	Paleker, S.A. Development Administration, PHI Learning, New Delhi, 2012.	
2	Adam Szirmai, (2005). The Dynamics of Socio-Economic Development: An Introduction. Cambridge University Press, 2005	
3	Manoranjan Sarkar, Dynamics of Development Administration, Wisdom Press, New Delhi, 2014.	
4	Jan NederneenPieterse, Development Theory: Deconstruction/Reconstruction, Vistaar Publications, New Delhi, 2002.	
5	R.K. Sapru, Development Administration, Sterling Publishers Limited, New Delhi, 2012.	
	<b>Reference Books</b>	
1	Sen, Amartya, Development as Freedom, Anchor Books, New York, 1999.	
2	Fred Riggs, Frontiers of Development Administration, Duke University Press, Durham, 1970.	
3	The World Bank, Engendering Development, Washington D.C: The World Bank, 2001.	
4	The World Bank, Sustainable Development in a Dynamic World, World Development Report – 2003 Washington D.C: The World Bank, 2003.	
5	S. K. Sharma (ed.), Dynamics Of Development: An International Perspective, Concept Publications, New Delhi, 1978.	
	<b>Web Resources</b>	
1	www.tutor2u.net/economics/content/topics/development/development-approachesstate.htm.	
2	<a href="http://publicadministrationtheone.blogspot.com/dynamics">http://publicadministrationtheone.blogspot.com/dynamics</a> of development	
4	<a href="https://worldbank.org/development">https://worldbank.org/development</a> indicators	
5	<a href="https://egyankosh.ac.in">https://egyankosh.ac.in</a> >	

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**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

**SOCIAL ENTREPRENEURSHIP**

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Social Entrepreneurship	Elective	Y	-	-	-	3	5	25	75	100
<b>Course Objectives</b>											
C1	To promote entrepreneurial spirit and aspire for social change.										
C2	To prepare professionally for meaningful social engagement										
C3	To create entrepreneurship mindset among the students										

<b>C4</b>	To launch social entrepreneurship projects which have high-potential of significant positive social impact	
<b>C5</b>	To improve consulting skills, including project planning, issue analysis, formulation of strategic and tactical recommendations and client relationship management.	
<b>UNIT</b>	<b>Content</b>	<b>No. of Hours</b>
<b>I</b>	<b>Social Entrepreneurship:</b> Definition, Relevance and Importance, difference between Business Entrepreneurship and Social Entrepreneurship, Social Engagement & Forms, Mapping the Social Entrepreneurship Ecosystem, Ideas and Opportunities	<b>4</b>
<b>II</b>	<b>Types of Social Entrepreneurship:</b> Community Social Entrepreneur, Non-Profit Social Entrepreneur, Transformational Social Entrepreneur, Transformational Social Entrepreneur	<b>4</b>
<b>III</b>	<b>Social Entrepreneurship Skills:</b> Experiential Learning for the Social Entrepreneur, Sustainable Development & Social Entrepreneurship, Assessing social change opportunities and designing social change ventures to meet unmet needs.	<b>4</b>
<b>IV</b>	<b>Being a Social Entrepreneur:</b> Vision Characteristics, Challenges and Issues of a Social Entrepreneur, Structuring your social change ventures and other organization considerations	<b>4</b>
<b>V</b>	<b>Social Entrepreneurship and Innovation:</b> Market and industry analysis, Structuring your social change, ventures and other organization , Launch, Growth and Goal Attainment	<b>4</b>
	<b>Total</b>	<b>20</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To learn how to address social problems and transform society	<b>PO1</b>
<b>2</b>	To learn to apply social entrepreneurship skills to address social problems.	<b>PO1, PO2</b>
<b>3</b>	To apply the theoretical and experiential understanding of concepts, strategies and tools of social entrepreneurship	<b>PO4, PO6</b>
<b>4</b>	To create new patterns and possibilities for employment generation through social entrepreneurship.	<b>PO4, PO5, PO6</b>
<b>5</b>	To assess the strengths and limitations of social entrepreneurship in addressing social problems	<b>PO1</b>
	<b>Text Books</b>	

1	S.S. Khanka, Entrepreneurship in India: The next big perspective and practice, Akansha publishing House, New Delhi, 2009
2	Kaliyamoorthy and Chandrasekhar (Ed), Entrepreneurial Training: Theory and Practice, Kanishka Publishers, New Delhi, 2007.
3	Roy Rajeev, Entrepreneurship (ed.2), Oxford University Press, New Delhi, 2011.
4	Gopalkrishnan, The Entrepreneur's Choice: Cases on Family Business in India, Routledge Taylor & Francis Group, New Delhi, 2014.
5	Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, Tata Mc Graw-Hill Publishing Company Limited, New Delhi, 2009.
<b>Reference Books</b>	
1	EDII "Faculty and External Experts – A Hand Book for New Entrepreneurs Publishers, Entrepreneurship Development" Institute of India, Ahmadabad, 1986.
2	Philips, Bonefiel and Sharma, Social Entrepreneurship, Global Vision Publishing House, New Delhi, 2011
3	Banks Ken, Peter Gabriel, Bill Drayton, Social Entrepreneurship and Innovation: International Case Studies and Practice, Kogan Page, 2016
4	Chahine, T., Introduction to Social Entrepreneurship., FL: CRC Press, Boca Raton, 2016.
5	Keohane, G. L., Social entrepreneurship for the 21st century: Innovation across the nonprofit, private and public sectors., NY: McGraw Hill, New York, 2013.
<b>Web Resources</b>	
1	<a href="http://ec.europa.eu/eurostat">http://ec.europa.eu/eurostat</a>
2	<a href="http://www.sel.org.uk">www.sel.org.uk</a>
3	<a href="https://www.researchgate.net/publication/259923145_Social_Entrepreneurship_in_India_An_Exploratory_Study">https://www.researchgate.net/publication/259923145_Social_Entrepreneurship_in_India_An_Exploratory_Study</a>
4	<a href="https://www.ijert.org">https://www.ijert.org</a>
5	<a href="https://en.wikipedia.org">https://en.wikipedia.org</a> >
6	<a href="https://www.socialinnovationacademy.org/about-us">https://www.socialinnovationacademy.org/about-us</a>

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**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong M-Medium L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

**FIRST YEAR - SEMESTER-II**

Part	List of Courses	Credits	No. of hours
	<b>Core Course – IV – Indian Government and Administration</b>	<b>5</b>	<b>6</b>
	<b>Core Course – V- Public Policy in India</b>	<b>4</b>	<b>6</b>
	<b>Core Course – VI – Public Financial Administration</b>	<b>4</b>	<b>6</b>
	<b>Elective Course – III – Disaster Management</b>	<b>3</b>	<b>4</b>
	<b>Elective Course – IV – Administrative Behaviour</b>	<b>3</b>	<b>4</b>
	<b>Skill Enhancement Course [SEC] – I – Public Opinion and Survey Research</b>	<b>3</b>	<b>4</b>
	<b>Internship* / Industrial Activity</b>	<b>-</b>	<b>-</b>
		<b>22</b>	<b>30</b>

\* Internship during Summer Vacation. The Credits shall be awarded in Semester – III Statement of Marks

**SEMESTER II**

**INDIAN GOVERNMENT AND ADMINISTRATION**

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Indian Government and Administration</b>	<b>Core</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To critically examine the structures of Indian government system										
<b>C2</b>	To identify the core features of government of India										
<b>C3</b>	To describe the nature of Indian Administrative system										
<b>C4</b>	To substantiate how effective government enables good governance										
<b>C5</b>	To exhibit the strategies to reform the system										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	<b>Introduction:</b> Kautilya’s Arthashastra, Mughal administration, Legacy of British rule in politics and administration – Evolution of Indian Administration in the Colonial Period - Post Independence Indian Administration.									<b>6</b>	

<b>II</b>	<b>Union Administration:</b> Cabinet Secretariat, Prime Minister's Office, Central Secretariat, Ministries and departments, Boards and Commission <b>State Administration:</b> State Secretariat, Chief Secretary, Directorates. <b>District Administration:</b> Changing role of the Collector, Union-State local relations, District administration and democratic decentralization- Urban and Rural Administration in India.	<b>6</b>
<b>III</b>	<b>Reinventing Government:</b> Reforms-Bureaucratic Re-engineering-Strategies for reform. <b>Examining the Principles of Administration:</b> New Administrative initiatives, Efficiency, Effectiveness-Equity and Fairness-Reversibility-Transparency & Accountability, Civil service neutrality, Civil service activism.	<b>6</b>
<b>IV</b>	<b>Modeling government Actions:</b> Government capacity-Government actions- Rhetoric Nudge - Changing Incentives - Umpiring-Changing Ownership-Unpacking Regulation-Role of a regulator-Regulatory Independence - Government as a market player - Market making	<b>6</b>
<b>V</b>	<b>Issues in Indian Administration:</b> Administrative reforms in India: Major Committees and Commissions, Generalist Vs Specialists. Major Debates – Centralization Vs Decentralization; Inter-State Water Disputes; Corruption and Accountability; Peoples' Participation – Regulatory Commissions - Values and Ethics in administration	<b>6</b>
	<b>Total</b>	<b>30</b>
	<b>Course Outcome</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To trace the evolution of administrative systems of India.	<b>PO1</b>
<b>2</b>	To analyse and discuss the role of the bureaucrats and illustrate the functions and responsibilities of the executive in the Indian administrative system.	<b>PO1, PO2</b>
<b>3</b>	To gain knowledge on the significance of civil service, the constitutional provisions, recruitment, and training methods.	<b>PO4, PO6</b>
<b>4</b>	To elucidate the role of Police and defence services in Indian government	<b>PO4, PO5, PO6</b>
<b>5</b>	To have conceptual clarity of approaches, government framework of administration in India	<b>PO3, PO8</b>
	<b>Text Books</b>	
<b>1</b>	Chakrabarty Bidyut, Prakash Chand, Indian Administration: Evolution and Practice, Sage Publications, India,2016	
<b>2</b>	Fadia B.L., Kuldeep Fadia, Public Administration – Administrative Theories and Concepts, Sahitya Bhawan Publications, New Delhi, 2010.	
<b>3</b>	Maheshwari.S.R., Indian Administration, Orient Black swan Publication India, 2018	
<b>4</b>	Durga Das Basu , Introduction to the Constitution of India, Prentice Hall of India, New Delhi, 2021	

5	Maheswari. S. R., Administration of India, Macmillan India Ltd., New Delhi, 2003
<b>Reference Books</b>	
1	Bhattacharya, Mohit, New Horizon of Public Administration, Jawahar Publishers & Distributors, 2017
2	Maheshwari. S.R. Public Administration in India: The Higher Civil Service, Oxford India,
3	Singh, Hoshiar, Indian Administration, Kitab Mahal, Allahabad, 1999.
4	Arora K. Ramesh & Rajani Goyal, Indian Administration: Institutions and Issues, Vishwa Prakashan, New Delhi, 1996.
5	Sharma, Manoj, Indian Constitution, Anmol Publication Limited, 2005.
<b>Web Resources</b>	
1	<a href="https://www.india.gov.in/">https://www.india.gov.in/</a>
2	<a href="https://www.india.gov.in/topics/governance-administration">https://www.india.gov.in/topics/governance-administration</a>
3	<a href="https://www.darpg.gov.in/arc-reports">https://www.darpg.gov.in/arc-reports</a>
4	<a href="https://dopt.gov.in/central-secretariat-service-css-0">https://dopt.gov.in/central-secretariat-service-css-0</a>
5	<a href="https://www.pmindia.gov.in/en/prime-ministers-office/">https://www.pmindia.gov.in/en/prime-ministers-office/</a>
6	<a href="https://cabsec.gov.in/">https://cabsec.gov.in/</a> <a href="https://tn.gov.in">tn.gov.in</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4



## SEMESTER II

### PUBLIC POLICY IN INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Public Policy in India</b>	<b>Core</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To introduce the fundamentals of Public Policy as a discipline										
<b>C2</b>	To familiarize students with several disparate Public Affairs discipline										
<b>C3</b>	To help them to understand the importance of Policy Research, Policy Analysis, Policy Evaluation										
<b>C4</b>	To respond to the contemporary Indian need for domain policy experts in areas like Rural Development, Human Development, Social Policy, Environment and e-Governance										
<b>C5</b>	To be able to undertake basic Policy Analysis on matters of public concern and report findings										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Public Policy: Concept, Significance and Approaches - Policy Analysis: Concept, Significance and Approaches - Models for Policy Analysis: Systems, Institutional, and Rational Policymaking.									<b>6</b>	
<b>II</b>	Public Policy Making: Structure and Process - Policy Making in India: Constitutional Arrangement and Role of Executive, Legislature and Judiciary - Other Stakeholders in Policy-making: Political Parties, Interest Groups, Mass-media, Civil Society and International Agencies.									<b>6</b>	
<b>III</b>	Public Policy Implementation and Control: Role of Executive with Special reference to Bureaucracy, Legislature, Judiciary, Non-Governmental Organizations, Pressure Groups - Approaches to Policy Implementation - Major Issues and Problems in Policy Implementation.									<b>6</b>	
<b>IV</b>	Policy Evaluation: Purpose and Significance - Criteria for Evaluation: Cost-Benefit Analysis; Efficiency; Effectiveness; Equity - Forums for Policy Evaluation: Legislative and Departmental Committees - Policy Change and continuity									<b>6</b>	
<b>V</b>										<b>6</b>	
	<b>Total</b>									<b>30</b>	

	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To display a firm grasp on the study and practice of Public Policy	<b>PO1</b>
<b>2</b>	To participate in the academic discourse and engage with current practice across aspects of governance and development	<b>PO1, PO2</b>
<b>3</b>	To demonstrate the technical skills required for Policy Analysis	<b>PO4, PO6</b>
<b>4</b>	To draw on rhetorical and expositional skills in communicating analytical output	<b>PO4, PO5, PO6</b>
<b>5</b>	To recognize the influence of Policy Principles on Policy Instruments	<b>PO3, PO8</b>
	<b>Text Books</b>	
<b>1</b>	R.K. Sapru Public Policy, Sterling Publishers, New Delhi.	
<b>2</b>	Rathod, P.B, Framework of Public Policy: The Discipline and its Dimensions, Commonwealth Publishers, New Delhi.	
<b>3</b>	IshwarDayal and K. Mathur, Dynamics of Formulation of Policy in Government of India (Delhi: latest ed.).	
<b>4</b>	R.K.Sapru, Public Policy: Formulation, Implementation and Evaluation (New Delhi: Sterling, latest ed.).	
<b>5</b>	Rajesh Chakrabarti and Kaushiki Sanyal, Public policy in India, Oxford university Press, New Delhi, 2016.	
	<b>Reference Books</b>	
<b>1</b>	Madan, K.D. et. al. <b>Policy Making in Government</b> Publication (New Delhi: latest ed.).	
<b>2</b>	James E. Anderson <b>Public Policy Making</b> (New York, Praegr, latest ed.).	
<b>3</b>	Stuart, S. Nagel <b>Public Policy: Goals, Means and Methods</b> (NewYork: Martin Press, latest ed.).	
<b>4</b>	Kuldeep Mathur, Public Policy and Politics in India, OUP, New Delhi, 2015	
<b>5</b>	Kuldeep Mathur and James Warner, <b>Policy-Making in India: Who Speaks? Who Listens?</b> , Hindustan Publishing Corporation, 2009.	
	<b>Web Resources</b>	
<b>1</b>	<a href="https://www.amazon.in/Public-Policymaking-India-R-V-Ayyar-ebook/dp/B00AE3T7WA">https://www.amazon.in/Public-Policymaking-India-R-V-Ayyar-ebook/dp/B00AE3T7WA</a>	
<b>2</b>	<a href="https://www.iipa.org.in/cms/public/page/library">https://www.iipa.org.in/cms/public/page/library</a>	
<b>3</b>	<a href="https://publicpolicyindia.com/">https://publicpolicyindia.com/</a>	
<b>4</b>	<a href="https://niilmuniversity.in/coursepack/humanities/Public_Policy.pdf">https://niilmuniversity.in/coursepack/humanities/Public_Policy.pdf</a>	
<b>5</b>	<a href="https://www.academia.edu/3482142/Study_of_Public_Policy_making_in_India_A_theoretical_framework">https://www.academia.edu/3482142/Study_of_Public_Policy_making_in_India_A_theoretical_framework</a>	
<b>6</b>	<a href="http://www.wbnsou.ac.in/online_services/SLM/PG/PGPA-05-Mod-1-4.pdf">http://www.wbnsou.ac.in/online_services/SLM/PG/PGPA-05-Mod-1-4.pdf</a>	
<b>7</b>	<a href="https://onlinecourses.swayam2.ac.in/ugc19_hs45/preview">https://onlinecourses.swayam2.ac.in/ugc19_hs45/preview</a>	

**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong M-Medium L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

**SEMESTER II**

**PUBLIC FINANCIAL ADMINISTRATION**

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Public Financial Administration</b>	<b>Core</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To understand the current theories and practices in Financial Administration.										
<b>C2</b>	To gain knowledge on preparation of budget and allocation of resources on a priority basis.										
<b>C3</b>	To identify the contemporary issues in Public Financial Administration.										
<b>C4</b>	To gain knowledge on Public Financial Administration of Union, State and local governments.										
<b>C5</b>	To understand taxation policy, management of public expenditure, public debt and budgetary techniques and practices.										

UNIT	Details	No. of Hours
I	<b>Introduction:</b> Meaning, Nature, Scope and Significance of Public Financial Administration- Aspects of budgeting – Principles of Public budgeting- Contemporary approaches to public budgeting : Planning – Programming- Budgeting systems ( PPBS)- Performance budgeting – Zero Base Budgeting ( ZBB)- Cost – Benefit Analysis – Management By Objectives – NPM Model of Budgeting .	6
II	<b>Budgetary Process in Comparative perspective:</b> Constitutional provisions regarding budgeting in India--Budgetary process in India- Budgetary Process in UK, USA, France, Switzerland-Germany.	6
III	<b>Accounting and Auditing system in Comparative perspective:</b> Accounting and Auditing system in India – Accounting and auditing system in Great Britain- Accounting and Auditing in USA- Accounting and auditing in European countries	6
IV	<b>Control over public expenditures in India:</b> Comptroller and Auditor General of India: powers, functions and responsibilities-Parliamentary control over public expenditure: Standing committees of Parliament in India - Departmentally Related Standing Committees (DRSC) - Public Accounts Committee (PAC)- Estimates Committee (EC)- Committee on Public Undertaking ( COPU). Public Debt of India- Monetary Policy: Role of Reserve Bank of India (RBI).	6
V	<b>Fiscal Administration in India:</b> Tax and Non- tax resources of the Union and the states: Direct taxes and Indirect taxes – Board of Direct taxes – Board of Indirect taxes – Goods and Services Tax- Goods and Services Tax Council (GSTC) - Grants –in-Aid system- Finance Commission- the National Institution for Transforming India (NITI AAYOG)	6
	<b>Total</b>	<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
1	To gain knowledge of Monetary and Fiscal Policies and the concepts of Balance of Payments and basket of currencies	<b>PO1, PO2</b>
2	Analyze the budgetary process and the role of the Ministry of Finance.	<b>PO3, PO4</b>
3	Critically analyze the implementation of different types of budgeting systems practiced globally	<b>PO5, PO6</b>
4	Will gain clarity on taxing machinery and the GST process.	<b>PO7, PO68</b>
5	Assess the importance of Administrative, Parliamentary and Audit control over Public Expenditure.	<b>PO9, PO10</b>
	<b>Text Books</b>	

1	Thavaraj M.J.K. 1992, <i>Financial Administration in India</i> , New Delhi: S. Chand & Co.
2	Goel. S.L., <i>Public Financial Administration</i> , Deep & Deep Publications, New Delhi, 2002.
3	Batsya. K.N., <i>Financial Administration in India</i> , Haryana Sahitya Academy, Chandigarh, 1993.
4	Mukherjee, S.S. 1992, <i>Financial Administration in India</i> , New Delhi: Surjeet Publications,
5	Lal G.S., <i>Financial Administration in India</i> , Sterling Publications, New Delhi, 1998.
<b>Reference Books</b>	
1	Handa, K. L. 1988, <i>Financial Administration in India</i> , New Delhi: IIPA
2	Dutt, Ruddar & Sundram K.P, <i>Indian Economy</i> , New Delhi: S. Chand, 1997
3	Gupta, B N, <i>Indian Federal Finance and Budgetary Policy</i> . Chaitanya Publishing House: Allahabad 2006
4	Musgrave & Musgrave, ' <i>Public Finance in Theory and Practice</i> , McGraw Hill Book Company: New York, 1989
5	Sundharam, K.P.M., 1974. <i>Indian Public Finance and Financial Administration</i> , Fourth Edition, Sultan Chand & Sons: New Delhi.
<b>Web Resources</b>	
1	<a href="https://business.mapsofindia.com/india-tax/system.html">https://business.mapsofindia.com/india-tax/system.html</a>
2	<a href="https://www.brainkart.com/article/Financial-Administration_40516/">https://www.brainkart.com/article/Financial-Administration_40516/</a>
3	<a href="https://www.politicalsciencenotes.com/essay/public-administration/finance-ministry-in-india-essay-finance-public-administration/13692">https://www.politicalsciencenotes.com/essay/public-administration/finance-ministry-in-india-essay-finance-public-administration/13692</a> .
4	<a href="https://www.politicalsciencenotes.com/essay/public-administration/financial-committees-in-india-essay-public-administration/13697">https://www.politicalsciencenotes.com/essay/public-administration/financial-committees-in-india-essay-public-administration/13697</a>
5	<a href="https://www.yourarticlelibrary.com/india-2/financial-administration/financial-administration-in-india/63475">https://www.yourarticlelibrary.com/india-2/financial-administration/financial-administration-in-india/63475</a>
6	<a href="https://egyankosh.ac.in/bitstream/123456789/19294/1/Unit-1.pdf">https://egyankosh.ac.in/bitstream/123456789/19294/1/Unit-1.pdf</a>

**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong M-Medium L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2

CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## SEMESTER II

### DISASTER MANAGEMENT

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Disaster Management</b>	<b>Elective</b>	Y	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To understand the basic concepts in disaster management and how it impacts the process										
<b>C2</b>	To know the dimensions and various types of disaster.										
<b>C3</b>	To enhance awareness of Disaster Risk Management institutional processes in India.										
<b>C4</b>	To be aware of the different Types and Categories of Disasters.										
<b>C5</b>	To understand the Challenges posed by Disasters and the role of government machinery										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	<b>Disaster:</b> Meaning, Types and Historical sketch of Disasters – Risk and the Components – Dimensions of Disaster – Phases of Disaster									<b>4</b>	
<b>II</b>	<b>Hazards:</b> Definition - Types of hazards - Characteristic features, occurrence and impact of different types of hazards viz. natural hazards (including geo hazards) - Human induced hazards - Environmental hazards - Bio hazards - Hazard map of India.									<b>4</b>	
<b>III</b>	<b>Vulnerability:</b> Definition - Types of vulnerability – Physical vulnerability – Socio-economic Vulnerability - Vulnerability related to Gender and Age - Rural & Urban Vulnerability - Vulnerability analysis with special reference to India.									<b>4</b>	
<b>IV</b>	<b>Preparedness and Action Programmes:</b> Planning – Training – Providing Equipments – Public Awareness – Education – Media – First Aid Medical treatment – Evacuation – Treating the Hazard – Taking care of Food, Water, Health and other emergency services									<b>4</b>	
<b>V</b>	<b>Recovery and Management:</b> Crisis Management - Impact of disaster on development – Role of Government Agencies – NGOs – Academic Institutions – Financial institutions - Multilateral Bodies – People’s Participation									<b>4</b>	
<b>Total</b>									<b>20</b>		

	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To build capacities for investigating the outbreak of disease epidemics during and after disaster and to prevent environmental health problems.	<b>PO1, PO2</b>
<b>2</b>	To enhance the knowledge and abilities in risk reduction strategies to prevent major casualties during disaster.	<b>PO3, PO4</b>
<b>3</b>	To analyze the relationship between Development and Disasters.	<b>PO5, PO6</b>
<b>4</b>	To prioritize Rescue and Relief operational mechanism.	<b>PO7, PO68</b>
<b>5</b>	To create opportunities to build skills to respond to disasters.	<b>PO9, PO10</b>
	<b>Text Books</b>	
<b>1</b>	Rajendra Kumar Pandey, Disaster Management in India, Sage Publications, New Delhi, 2020.	
<b>2</b>	S.L. Goel, Disaster Administration and Management: Text and Case Studies, Deep & Deep publications, New Delhi, 2007.	
<b>3</b>	R. Nishith, A.K. Singh, Disaster Management in India: Perspectives, Issues and Strategies, New Royal Book Company, Lucknow, 2012.	
<b>4</b>	Pradeep Sahani et. al. (ed.), Disaster Mitigation: Experiences and Reflections, Prentice Hall of India, New Delhi, 2002.	
<b>5</b>	Ayaz Ahmad, Disaster Management through the New Millennium, Anmol Publications, New Delhi.	
	<b>Reference Books</b>	
<b>1</b>	Disaster Management Guidelines, GOI – UNDP Disaster Risk Reduction Programme 2009-2012.	
<b>2</b>	Bryant Edwards, Natural Hazards, Cambridge University Press, Cambridge, 2005.	
<b>3</b>	Carter. W. Nick, Disaster Management; A Disaster Manager’s Handbook, Asian Development Bank, Manila, 1991.	
<b>4</b>	Barrow. C.J., Developing the Environment: Problems and Management, Longman, Harlow, 1995.	
<b>5</b>	Bhargava, Gopal, Environmental Challenges and Ecological Disaster: Global Perspective, Mittal Publications, New Delhi, 1992.	
	<b>Web Resources</b>	
<b>1</b>	<a href="https://nidm.gov.in/">https://nidm.gov.in/</a>	
<b>2</b>	<a href="https://www.researchgate.net/publication/275935187_Digital_Information_Resources_for_Disaster_Management_of_Libraries_and_Information_Centres">https://www.researchgate.net/publication/275935187_Digital_Information_Resources_for_Disaster_Management_of_Libraries_and_Information_Centres</a>	
<b>3</b>	<a href="http://sdmassam.nic.in/pdf/publication/undp/disaster_management_in_india.pdf">http://sdmassam.nic.in/pdf/publication/undp/disaster_management_in_india.pdf</a>	
<b>4</b>	<a href="https://ndma.gov.in/">https://ndma.gov.in/</a>	
<b>5</b>	<a href="https://www.unisdr.org/2005/mdgs-drr/national-reports/India-report.pdf">https://www.unisdr.org/2005/mdgs-drr/national-reports/India-report.pdf</a>	
<b>6</b>	<a href="https://www.witpress.com/Secure/elibrary/papers/DMAN11/DMAN11008FU1.pdf">https://www.witpress.com/Secure/elibrary/papers/DMAN11/DMAN11008FU1.pdf</a>	

**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

**SEMESTER II****ADMINISTRATIVE BEHAVIOUR**

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Administrative Behaviour</b>	Elective	Y	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
C1	To provide theoretical understanding of the rational behavior of personnel in an organization										
C2	To teach and be reviewed in decision – making, communication and leadership skills										
C3	To review the views of organizational behavioral theorists										
C4	To explain the decision making and execution of decision process in administration										
C5	To authenticate hoe the functioning of administration is influenced by the behavior of the										



	personnel	
<b>UNIT</b>	<b>Details</b>	<b>No. of Hours</b>
<b>I</b>	<b>Decision-Making with Special Reference to H. Simon:</b> Meaning - Simon's Concept of Decision-Making, Bases or Factors, Simon's Bases of Decision-Making, Process or Stages, Simon's Stages of Decision Making, Programmed and Non- Programmed Decisions, Models.	<b>4</b>
<b>II</b>	<b>Communication:</b> Significance – Definition – Types – Media - Theoretical Contributions - Henry Fayol, Chester Bernard, Herbert Simon, Norbert Weiner – Process – Channels - Barriers and Problems - Elements or Principles.	<b>4</b>
<b>III</b>	<b>Control:</b> Definition, Process, Techniques, Theoretical Contributions: Classical Thinkers - M P Follet - Behaviouralists - Amitai Etzioni.	<b>4</b>
<b>IV</b>	<b>Leadership Theories:</b> Meaning, Definition, Nature, Sources, Styles, Functions, Qualities, Theories: Trait Theory, Behavioural Theory, Situational Theory.	<b>4</b>
<b>V</b>	<b>Theories of Motivation:</b> Meaning, Definition, Theories: Traditional Theory, Maslow's Hierarchy of Needs, Herzberg Two Factor Theory, Maslow VS Herzberg.	<b>4</b>
	<b>Total</b>	<b>20</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To obtain knowledge about theoretical contribution of prominent thinkers in the field of management and administration	<b>PO1, PO2</b>
<b>2</b>	To develop their innate professional qualities by understanding the key elements of administrative behavior.	<b>PO3, PO4</b>
<b>3</b>	To evaluate the ideas on many administrative behavioral theorists	<b>PO5, PO6</b>
<b>4</b>	To discuss the impact of motivational theories of Abraham Maslow and Frederick Herzberg on Organizational Processes today	<b>PO7, PO68</b>
<b>5</b>	To review the views of leadership traits of leaders in bureaucratic administration	<b>PO9, PO10</b>
	<b>Text Books</b>	
<b>1</b>	Simon, Herbert A. Administrative behavior. Simon and Schuster, 2013.	
<b>2</b>	D. Prasad, V.S. Prasad and P. Satyanarayana (ed), Administrative Thinkers, Sterling Publishers, New Delhi, 1995.	
<b>3</b>	Laxmikanth, Public Administration, Tata Mcgraw Hill, New Delhi, 2019.	
<b>4</b>	S.R. Maheswari, Administrative Thinkers, Mac Millan India Limited, New Delhi.	
<b>5</b>	Navin Mathur, Management Thought, National Publishing House, Jaipur.	
	<b>Reference Books</b>	
<b>1</b>	Anthony Tillett, Thomas Kemper and Gordon Wills (ed), Management Thinkers, Middle	

	Sex: Penguin Books, 1970.
2	Wholey, Joseph S. Monitoring performance in the public sector: Future directions from international experience. Transaction Publishers, 2007.
3	Herbert G. Hicks and Ray C. Gutlet, Organizations: Theory and Behaviour, McGraw Hill, New York.
4	P. Hersey and K.H. Blanchard, Management of Organizational Behaviour, New Delhi.
5	W.M. Newman, C. Summer and E. Warren, Management Concepts, Behaviour & Practice, Edu. Publishers, Meerut.
<b>Web Resources</b>	
1	<a href="https://www.jeywin.com/wp-content/uploads/2010/03/Optional-Public-Administration-4-Administrative-Behaviour.pdf">https://www.jeywin.com/wp-content/uploads/2010/03/Optional-Public-Administration-4-Administrative-Behaviour.pdf</a>
2	<a href="https://www.amazon.in/Forest-Ranger-Administrative-Behavior-Resources/dp/0801803284">https://www.amazon.in/Forest-Ranger-Administrative-Behavior-Resources/dp/0801803284</a>
3	<a href="https://www.library.illinois.edu/sshel/laboremployment/orgazizationaladmin/">https://www.library.illinois.edu/sshel/laboremployment/orgazizationaladmin/</a>
4	<a href="https://www.researchgate.net/publication/341371173_Herbert_A_Simon_Administrative_Behavior_A_Study_of_Decision-">https://www.researchgate.net/publication/341371173_Herbert_A_Simon_Administrative_Behavior_A_Study_of_Decision-</a>
5	<a href="https://onlinelibrary.wiley.com/journal/10991379">https://onlinelibrary.wiley.com/journal/10991379</a>
6	<a href="https://accord.edu.so/course/material/wireless-communication-218/pdf_content">https://accord.edu.so/course/material/wireless-communication-218/pdf_content</a>

#### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong    M-Medium    L-Low

#### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## SEMESTER II

### PUBLIC OPINION AND SURVEY RESEARCH

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Public Opinion and Survey Research</b>	SEC	Y	-	-	-	3	4	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To introduce the students to the methods, theories and common core questions of public opinion research.										
<b>C2</b>	To explain the overview of the statistical and survey methods used to collect and analyze public opinion data.										
<b>C3</b>	To introduce the concepts and practices of public opinion polls in the context of democracies, with special reference to India										
<b>C4</b>	To familiarize the students with the principles and practice of survey research and conceptualizing and measuring public opinion using quantitative methods.										
<b>C5</b>	To give special attention to developing basic skills pertaining to data collection and its analysis										
UNIT	Details									No. of Hours	
<b>I</b>	<b>Definition</b> - Characteristics of Public Opinion – Significance and its Role in a democratic system – Advantages of Opinion Poll									<b>2</b>	
<b>II</b>	<b>Review of Literature</b> – Objectives- Hypotheses-Sources of Data – Limitations and Delimitations of Research- Concepts-Variables– Plan of the study - Appendices									<b>2</b>	
<b>III</b>	<b>Survey and Interpreting:</b> Types of Interview – Content Analysis – Observation Method – Case Study method – Focus Group Research method - Questionnaire – Quantitative and Qualitative Data Analysis - Prediction – Possibilities and pitfalls									<b>2</b>	
<b>IV</b>	<b>Measuring Public Opinion with Surveys: Representing and Sampling:</b> Meaning – Types – Random – Non – random – Need of sampling – Sampling Design – Sampling Error									<b>2</b>	
<b>V</b>	<b>Research Report Writing-</b> Types of Report- Contents of Report Writing- Research Report Format – Use of Computer and SPSS in Public Opinion and Survey Research - Foot Notes End Notes – Appendices – References and Bibliography – Integrity in Research – Plagiarism and other Ethical issues in Research.									<b>2</b>	
<b>Course Outcomes</b>									<b>Programme Outcomes</b>		
<b>CO</b>	<b>On completion of this course, students will learn</b>										

<b>1</b>	To substantiate the importance of public opinion in a democracy	<b>PO1, PO2</b>
<b>2</b>	To learn about the methods used for conducting surveys and interpreting survey data	<b>PO3, PO4</b>
<b>3</b>	To acquire basic skill sets related to understanding public opinion formation and conducting research through the use of sample data, framing a questionnaire, etc.	<b>PO5, PO6</b>
<b>4</b>	To explore the central theories and selected key themes in the fields of public opinion	<b>PO7, PO68</b>
<b>5</b>	To introduce students to the practice of survey research	<b>PO9, PO10</b>

Text Books	
1	S. Kumar and P. Rai, Measuring Voting Behaviour in India – Chapter - 1, Sage Publications, New Delhi, 2013.
2	R. Erikson and K. Tedin, American Public Opinion, 8 <sup>th</sup> edition, Pearson Longman Publishers, New York, 2011.
3	Ahuja, Ram, Research Methods, Rawat Publications, New Delhi.
4	Lokniti Team, (2004) ‘National Election Study 2004’, Economic and Political Weekly, Vol. XXXIX (51).
5	Lokniti Team (2009) ‘National Election Study 2009: A Methodological Note’, Economic and Political Weekly, Vol. XLIV (39)
Reference Books	
1	G. Gallup, (1948) A guide to public opinion polls Princeton, Princeton University Press, 1948.
2	G. Kalton, Introduction to Survey Sampling Beverly Hills, Sage Publications, 1983.
3	H. Asher, (2001) ‘Chapters 3 and 5’, in Polling and the Public: What Every Citizen Should Know, Congressional Quarterly Press, Washington DC.
4	M. McDermott and K. A. Frankovic, ‘Horserace Polling and Survey Methods Effects: An Analysis of the 2000 Campaign’, Public Opinion Quarterly, 2003.
5	<b>Ann E. Weiss, Polls and Surveys: A Look at Public Opinion Research (An Impact Book)</b> , Franklin Watts, 1979.
Web Resources	
1	<a href="https://guides.library.cornell.edu/polling_survey_online">https://guides.library.cornell.edu/polling_survey_online</a>
2	<a href="https://researchguides.library.tufts.edu/publicopinion/websites">https://researchguides.library.tufts.edu/publicopinion/websites</a>
3	<a href="https://libguides.princeton.edu/politics/opinion/international">https://libguides.princeton.edu/politics/opinion/international</a>
4	<a href="https://libraryguides.lehigh.edu/publicopinion">https://libraryguides.lehigh.edu/publicopinion</a>
5	<a href="https://guides.nyu.edu/polisci/public-opinion-data">https://guides.nyu.edu/polisci/public-opinion-data</a>
6	<a href="https://www.uky.edu/AS/PoliSci/Peffley/pdf/473Measuring%20Public%20Opinion.pdf">https://www.uky.edu/AS/PoliSci/Peffley/pdf/473Measuring%20Public%20Opinion.pdf</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

**M.A. Public Administration  
Second Year  
Semester – III**

Part	List of Courses	credit	Hours per week (L/T/P)
Core – 7	Technology and Public Administration	5	6
Core – 8	Administrative Law	5	6
Core – 9	Local Governance in India	5	6
Core 10	Supply Chain Management	3	3
Elective 5	Social Auditing in India (or) Administrative Techniques	4	6
SEC II	Performance Management –	2	3
	Internship/ Industrial visit/ field visit/ research/ Knowledge updation activity	2	-
		26	30

**Internship during summer vocation. The credit shall be awarded in semester III statement of mark**

**Semester – IV**

Part	List of Courses	credit	Hours per week (L/T/P)
Core – 11	Comparative Public Administration – In Advance level	5	6
Core – 12	Research Methods in Public Administration	5	6
Core	Project with viva voce Examination	7	10
Elective 6	Political Economy in India (or) Urban Governance in India	3	4

SEC III	Collaborative Governance	2	4
	Extension activity	1	
		23	30

**TANSICHE REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM  
FRAMEWORK FOR POST-GRADUATE EDUCATION**

Programme:	<b>M.A. PUBLIC ADMINISTRATION</b>
Programme Code:	
Duration:	<b>2 YEARS</b>
Programme Outcomes:	<p><b>PO1: Disciplinary knowledge:</b> Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate Programme of study</p> <p><b>PO2: Communication Skills:</b> Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one’s views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.</p> <p><b>PO3: Critical thinking:</b> Capability to apply analytic thought to a body of knowledge; analyse and evaluate evidence, arguments, claims, beliefs based on empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development.</p> <p><b>PO4: Problem solving:</b> Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of nonfamiliar problems, rather than replicate curriculum content knowledge; and apply one’s learning to real life situations.</p> <p><b>PO5: Analytical reasoning:</b> Ability to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples and addressing opposing viewpoints.</p> <p><b>PO6: Research-related skills:</b> A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesising and</p>

articulating; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and effect relationships; ability to plan, execute and report the results of an experiment or investigation

**PO7: Cooperation/Teamwork:** Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team



	<p><b>PO8: Scientific reasoning:</b> Ability to analyse, interpret and draw conclusions from quantitative/qualitative data; and critically evaluate ideas, evidence, and experiences from an open-minded and reasoned perspective.</p> <p><b>PO9: Reflective thinking:</b> Critical sensibility to lived experiences, with self-awareness and reflexivity of both self and society.</p> <p><b>PO10 Information/digital literacy:</b> Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.</p> <p><b>PO 11 Self-directed learning:</b> Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.</p> <p><b>PO 12 Multicultural competence:</b> Possess knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.</p> <p><b>PO 13: Moral and ethical awareness/reasoning:</b> Ability to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.</p> <p><b>PO 14: Leadership readiness/qualities:</b> Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.</p> <p><b>PO 15: Lifelong learning:</b> Ability to acquire knowledge and skills, including learning how to learn, that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of workplace through knowledge/skill development/reskilling</p>
<p>Programme Specific Outcomes:</p>	<p><b>PSO1 – Placement:</b> To prepare the students who will demonstrate respectful engagement with others' ideas, behaviours, beliefs and apply diverse frames of reference to decisions and actions.</p>

	<p><b>PSO 2 - Entrepreneur:</b> To create effective entrepreneurs by enhancing their critical thinking, problem solving, decision making and leadership skill that will facilitate start-ups and high potential organizations</p> <p><b>PSO3 – Research and Development:</b> Design and implement HR systems and practices grounded in research that comply with employment laws, leading the organization towards growth and development.</p> <p><b>PSO4 – Contribution to Business World:</b> To produce employable, ethical and innovative professionals to sustain in the dynamic business world.</p> <p><b>PSO 5 – Contribution to the Society:</b> To contribute to the development of the society by collaborating with stakeholders for mutual benefit</p>
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**M.A. Public Administration**  
**Second Year**  
**Semester – III**

<b>Part</b>	<b>List of Courses</b>	<b>credit</b>	<b>Hours per week (L/T/P)</b>
Core – 7	Technology and Public Administration	5	6
Core – 8	Administrative Law	5	6
Core – 9	Local Governance in India	5	6
Core 10	Industry Module -Supply Chain Management	3	3
Elective 5	Social Auditing in India (or) Administrative Techniques	4	6
SEC II	Performance Management –	2	3
	Internship/ Industrial visit/ field visit/ research/ Knowledge updation activity	2	-
		26	30

**SEMESTER-III**  
**TECHNOLOGY AND PUBLIC ADMINISTRATION**

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Technology and Public Administration</b>	<b>Core 7</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To educate the students about the role of ICT in facilitating administration and citizen services.										
<b>C2</b>	To know the significance of technology in enhancing the effectiveness of public administration.										
<b>C3</b>	To demonstrate the use of various tools of technology										
<b>C4</b>	To bridge the gap between public administration theory, research and practice										
<b>C5</b>	To examine how the EEE' is made possible through technology										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Meaning, Nature and Significance of Information in Government- Information Technology governance - Approaches to Information Technology-E- Governance as a Change management tool-Challenges in Information Technology Sector									<b>6</b>	
<b>II</b>	Traditional bureaucracy-Disadvantages-Need for Reforms-Transparency and Accountability-Citizen Friendly Administration Citizen Charter MIS Information and communication Technology									<b>6</b>	
<b>III</b>	National and State level Information Technology Policy-National Informatics Centre-Delivery of Public Services through e-programs-Licensing-Tax administration-E-Kiosks									<b>6</b>	
<b>IV</b>	Identity cards-Pay roll System-GIS and Local Planning-E-Panchayats -Tax reforms-Teleconference-IT Based Projects									<b>6</b>	

V	Law relating to Information Technology- Behavioral change in Public Personnel System-Training- People's Participation in administration-Change Oriented Administrative System- Recent Trends and Issues in Information Technology Sector	6
<b>Total</b>		<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
1	To promote student commitment use of ICT in government policies	<b>PO1, PO2</b>
2	To gauge the nuances of modern technology and its significance in administration	<b>PO3, PO4</b>
3	To evaluate how technology can enhance the democratic process of decision making	<b>PO5, PO6</b>
4	To develop practical understanding on how application of technology ensures accountability in public service	<b>PO7, PO68</b>
5	To analyses the process of networking among various levels of government organizations	<b>PO9, PO10</b>
<b>Text Books</b>		
1	Rajiv Shukla (2000), Information Technology in Next Millennium, New Delhi, D.K. Publishers.	
2	S.L.Sah(1999), Information Technology. New Delhi, Cujan Publishing House.	
3	Subhash Bhatnagar(2004), E-Government, New Delhi Sage Publications.	
4	Kiran Bedi and others (2001), Government and Net in New Governance Opportunities for India. New Delhi, Sage Publications	
5	P.Paneervel (2005), E-Governance: A Change Management Tool, Jaipur, Rawat Publications.	
<b>Reference Books</b>		
1	Agarwala K.N., IT and E-Governance in India, New Delhi, Macmill an India Limited.	
2	Hecks. R.(1999), Re-Inventing Government in the Information Age, New York, Routledge	
3	Christopher G.Reddick (2011),Public Administration and Information Technology, Canada, Jones and Bartlett Learning.	
4	G.David Garson(1999), Information Technology and Computer Applications in Public Administration: Issues and Trends, Idea Group Pub.	
5	David Greisler, Ronald J.Stupak (2006), Hand book of Technology Management in Public Administration, Taylor & Francis.	

Web Resources	
1	<a href="http://ignited.in/l/a/210968">http://ignited.in/l/a/210968</a>
2	<a href="https://egvankosh.ac.in/bitstream/123456789/25877/1/Unit-4.pdf">https://egvankosh.ac.in/bitstream/123456789/25877/1/Unit-4.pdf</a>
3	<a href="http://egyankosh.ac.in/bitstream/123456789/25666/1/Unit-6.pdf">http://egyankosh.ac.in/bitstream/123456789/25666/1/Unit-6.pdf</a>
4	<a href="https://www.igi-global.com/journal/international-journal-public-administration-digital/70583">https://www.igi-global.com/journal/international-journal-public-administration-digital/70583</a>
5	<a href="https://aiu.edu/publications/student/english/Study%20of%20Information%20Technology%20Impacts%20on%20Public%20Administration%20Performance.htm">https://aiu.edu/publications/student/english/Study%20of%20Information%20Technology%20Impacts%20on%20Public%20Administration%20Performance.htm</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## ADMINISTRATIVE LAW

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Administrative Law</b>	<b>Core 8</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To demonstrate the importance of the concepts and principles of administrative law										
<b>C2</b>	To gain advanced skills in statutory interpretation and in analyzing case laws										
<b>C3</b>	To enhance the ability to apply legal reasoning and statutory interpretation										
<b>C4</b>	To develop critical understanding of the values of administrative law, and of the avenues to seek review of decisions made by government bodies.										
<b>C5</b>	To review the ambiguities in administrative law, current issues in administrative law, and the contexts in which administrative law may be relevant.										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Nature & Definition of Administrative Law-Rule of Law & Administrative Law-Separation of Powers & its relevance-Relationship between Constitutional Law & Administrative Law									<b>6</b>	
<b>II</b>	Meaning & Need of Delegated Legislation, Types of Delegated Legislation, Constitutionality of Delegated Legislation, Delegatus-Non Potest Delegare, Sub-Delegation & Conditional Legislation									<b>6</b>	
<b>III</b>	Parliamentary Control, Procedural Control, Judicial Control, Judicial control at the stage of Delegation of Administrative Discretion, Judicial control at the stage of Exercise of Administrative-Discretion, Abuse of Discretion									<b>6</b>	
<b>IV</b>	Non Application of Mind, General Limitations, Locus Standi, Ex Turpi Causa Non Oritur Actio, Alternate Adequate Remedy, Laches, Res Judicata, Ombudsmen, Lokpal & Lokayukta									<b>6</b>	
<b>V</b>	Needs & Problems of Administrative Adjudication, Administrative Tribunals, Rules of Natural Justice, Rules against Bias, Rules of Fair Hearing (Audi Alteram Partem), Post Decisional Hearing, Exceptions to the Rules of Natural Justice									<b>6</b>	
	<b>Total</b>									<b>30</b>	

	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To recall the meaning of administrative and constitution allow	<b>PO1, PO2</b>
<b>2</b>	To compare and contrast the concepts of delegated legislation and subordinate legislation	<b>PO3, PO4</b>
<b>3</b>	To illustrate the principles of natural justice and analyse the various administrative authorities	<b>PO5, PO6</b>
<b>4</b>	To examine the various constitutional and non-constitutional bodies in administrative law	<b>PO7, PO68</b>
<b>5</b>	To construct the importance of PIL, it's juris diction and remedies available in Administrative law of India	<b>PO9, PO10</b>
<b>Text Books</b>		
<b>1</b>	D.P. Mittal (2017), Principles of Constitutional & Administrative Law, Kolkata, Book Corporation Board.	
<b>2</b>	Massey. I.P. (2012), Administrative Law (8Ed.), New Delhi, Eastern Book Company.	
<b>3</b>	Kesari U.P.D.(2004), Administrative Law, Allahabad, Central Law Publications.	
<b>4</b>	Kailash Rai(2000), Administrative Law, Faridabad, Allahabad Law Agency.	
<b>5</b>	S.P.Sathe (2010), AdministrativeLaw, Nagpur, Lexis Nexis.	
<b>Reference Books</b>		
<b>1</b>	A.W.Bradley, K.D.Ewing, ChristopherKnight (2018), Constitutional and Administrative Law, Pearson Education.	
<b>2</b>	Mangal Chandra Jain Kagzi, Madhusudan Saharay (2014), The Indian Administrative Law, Universal Law Publishing Company.	
<b>3</b>	Wade & C.F.Forsyth (2009), Administrative Law, Oxford, Oxford University Press.	
<b>4</b>	P.Ishwar Bhatt (2008), Law and Social Transformation, Lucknow, Eastern Book Company.	
<b>5</b>	P.Jain & S.N Jain(2013), Principles of Administrative Law, Nagpur, LexisNexis.	
<b>Web Resources</b>		
<b>1</b>	<a href="https://www.legalserviceindia.com/legal/article-3776-development-of-administrative-law- in-india.html">https://www.legalserviceindia.com/legal/article-3776-development-of-administrative-law- in-india.html</a>	
<b>2</b>	<a href="https://www.india.gov.in/topics/law-justice">https://www.india.gov.in/topics/law-justice</a>	
<b>3</b>	<a href="http://www.legalservicesindia.com/article/643/Administrative-law.html">http://www.legalservicesindia.com/article/643/Administrative-law.html</a>	
<b>4</b>	<a href="https://www.lexisnexis.com/documents/pdf/20090218103837_large.pdf">https://www.lexisnexis.com/documents/pdf/20090218103837_large.pdf</a>	



**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## LOCAL GOVERNANCE IN INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Local Governance in India</b>	<b>Core 9</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To critically examine the concepts of Democratic Decentralization										
<b>C2</b>	To-trace the evolution of local administration in India										
<b>C3</b>	To know the salient features and provisions of Constitutional Amendment Act										
<b>C4</b>	To comprehend the institutional mechanism and process of Rural and Urban governance										
<b>C5</b>	To review the effectiveness of service delivery mechanism in local governance										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Meaning, Nature, Scope and Significance of Local Government - Historical Background and Evolution of Local Self Government in India Ancient Mughal British Legacy Resolutions of Lord Mayo and Lord Ripon.									<b>6</b>	
<b>II</b>	Local Administration in British India- Royal Commission on Decentralization- Government of India Act 1909, 1919 and 1935 - Indian Independence Act 1947 Mahatma Gandhi's Concept of Local Government- Constitutional Provisions- CDP- NES									<b>6</b>	
<b>III</b>	Balwant Rai Mehta Committee, 1957 Committee, 1978- G.V.K.Rao Committee- L.M.Singhvi Committee- Salient Features of 73rd Constitutional Amendment Act Composition, Powers and Functions of Gram Sabha- Gram Panchayat- Panchayat Union- Zilla Parishad- District Planning Committee Ashok Mehta									<b>6</b>	
<b>IV</b>	Salient Features of 74th Constitutional Amendment Act- Emergence of various types of Urban Local Composition, Powers and Functions of Town Panchayat- Municipalities- Municipal Corporation- Standing Committees- Ward Committees- Role of Executives and Elected Representatives									<b>6</b>	

<b>V</b>	Statutory Bodies-State Election Commission-State Finance Commission-Mobilization of Resources-Citizens Charter-Social Audit-Local Bodies Ombudsman-Control over Local Bodies-E-service delivery mechanism	<b>6</b>
	<b>Total</b>	<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To analyze the concepts and dimension so local governance in India	<b>PO1, PO2</b>
<b>2</b>	To review and observe the history and growth of local administration from Ancient to the present	<b>PO3, PO4</b>
<b>3</b>	To describe the administrative and political frame work of Rural and Urban local institutions	<b>PO5, PO6</b>
<b>4</b>	To evaluate the relationship of local governance and developmental process	<b>PO7, PO68</b>
<b>5</b>	To appreciate the status of stakeholders participation in the decision making process	<b>PO9, PO10</b>
	<b>Text Books</b>	
<b>1</b>	Bidyutchakrabarty, Rajendra Kumar Pandey (2018),Local Government in India, New Delhi. Sage Publications.	
<b>2</b>	Maheswari, S. R. (2013), Local Government in India, Agra, Laksrni Narain Agarwal.	
<b>3</b>	Raghunandan, T. R. (2012), Decentralization and Local Governments: The Indian Experience New Delhi, Orient Black Swan.	
<b>4</b>	Hoshiar Singh and Pankaj Singh (2011), Indian Administration, New Delhi, Pearson education	
<b>5</b>	G. Palanithurai (2004), Dynamics of New Panchayati Raj System in India, New Delhi. Concept Publishing Company.	
	<b>Reference Books</b>	
<b>1</b>	G. Palanithurai (2014), Governance issues in India, New Delhi, Concept Publishing Company.	
<b>2</b>	P.S.N.Rao (2006), Urban Governance and Management, New Delhi, Kanishka Publishers.	
<b>3</b>	Sachdeva, Pradeep(1993), Urban Local Government andAdministration in India, Allahabad Kita b Mahal.	
<b>4</b>	Sahib Singh (1992), Local Government in India, Jalandhar, New Academic Publications.	

5	Venkataraw Niru Hazaika. V(1995), Local Government, New Delhi, S.Chand Company Pvt.,Ltd.
<b>Web Resources</b>	
1	<a href="https://www.researchgate.net/publication/342979067">https://www.researchgate.net/publication/342979067</a> Genesis of Local Government unions in India
2	<a href="https://www.igi-global.com/chapter/local-government-in-india/157521">https://www.igi-global.com/chapter/local-government-in-india/157521</a>
3	<a href="https://www.tandfonline.com/doi/full/10.1080/07352166.2016.1271614">https://www.tandfonline.com/doi/full/10.1080/07352166.2016.1271614</a>
4	<a href="https://www.routledge.com/Decentralization-Local-Governance-and-Social-Wellne-India-Do-Local-Mullen/p/book/9781138086449">https://www.routledge.com/Decentralization-Local-Governance-and-Social-Wellne-India-Do-Local-Mullen/p/book/9781138086449</a>
5	<a href="https://www.academia.edu/1-4071868">https://www.academia.edu/1-4071868</a> Local Governance in India

**Mapping with Programme Outcomes:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## INDUSTRY MODULE -SUPPLY CHAIN MANAGEMENT

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Industry Module - Supply Chain Management</b>	<b>Core 10</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To provide a congenial learning and training environment to potential aspirants for gaining deep insight and for pursuing careers in Logistics and Supply Chain Management.										
<b>C2</b>	To have a brief introduction towards the concept of SCM(Supply Chain Management)										
<b>C3</b>	To gain command on the key factors in new business models base done-Commerce and an insight in to how they affect traditional systems of Logistics Management										
<b>C4</b>	To analyze and organize Global Network Logistics for trade and transport systems, sourcing and procurement and Supply chain management.										
<b>C5</b>	To apply the latest developments in information technology to Logistics and Supply chain manage mention order to generate greater added value.										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Development of SCM concepts and Definitions-key decision areas -strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics The Macro perspective and the macro dimension-Logistic system analysis.									<b>6</b>	
<b>II</b>	Sourcing strategy: Manufacturing management-make or buy decision capacity management Materials Management choice of sources- procurement planning.									<b>6</b>	
<b>III</b>	Distribution strategy: Choice of Market-network design-ware house designed operation and distribution planning-transportation packaging									<b>6</b>	
<b>IV</b>	Inventory Strategy: Demand forecasting-inventory planning- planning of stocking facilities-ware house location allocation. Ware house design and operations- inventory norms.									<b>6</b>	

V	Channels of Distribution- services- revenue Management. Customer Service Strategy: Identification of Service needs, cost of services-revenue management	6
<b>Total</b>		<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
1	To develop a sound understanding of the important role of supply chain management in today's business environment	PO1, PO2
2	To apply knowledge to evaluate and manage an effective supply chain	PO3, PO4
3	To understand the foundational role of logistics as it relates to transportation and ware housing	PO5, PO6
4	To analyze and improve supply chain processes	PO7, PO68
5	To align the management of a supply chain with corporate goals and strategies	PO9, PO10
<b>Text Books</b>		
1	Chandrasekaran (2023), Supply Chain Management Process, Function and System Supply Chain Management: Process, Function and System, Oxford University	
2	Shah, J. (2009), Supply Chain Management: Text and Cases, New Delhi, Pearson.	
3	Ramakrishnan Ramanathan, Usha Ramanathan(eds)(2013), Supply Chain Strategies, Issues and Models, London, Springer.	
4	R.P.Mohanty,S.G.Deshmukh, Supply Chain Management Theories & Practices, New Delhi, Dream Tech Press.	
5	Chopra, Meindl & Kalra (2016), Supply Chain Management: Strategy, Planning & Operation [edition), Pearson Education.	
<b>Reference Books</b>		
1	Michael H.Hugos (2018), Essentials of Supply Chain Management, Wiley	
2	Balram Avittathur, Debabrata Ghosh(2020), Excellencein Supply Chain Management, Taylor& Francis.	
3	Christopher. M(1992), Logistics and Supply Chain Management, London, Pitman Publishing.	
4	Sunil Sharma (2010), Supply Chain Management: Concepts, Practices, and Implementation, Oxford University Press.	

5	C.John Langley, Robert A. Novack, Brian J. Gibson, John Joseph Coyle (2021), Supply Chain Management: A Logistics Perspective, Cengage Learning Asia Pvt., Ltd.		
	<b>Web Resources</b>		
1	<a href="https://www.researchgate.net/publication/304194361">https://www.researchgate.net/publication/304194361</a>	Supply	Chain
2	<a href="https://www.ibm.com/topics/supply-chain-management">https://www.ibm.com/topics/supply-chain-management</a>		
3	<a href="https://onlinelibrary.wiley.com/journal/1745493X">https://onlinelibrary.wiley.com/journal/1745493X</a>		
4	<a href="https://link.springer.com/10.1007%2F1-4020-0611-X_1022">https://link.springer.com/10.1007%2F1-4020-0611-X_1022</a>		
5	<a href="https://www.tandfonline.com/journals/cjol20">https://www.tandfonline.com/journals/cjol20</a>		

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

## SOCIAL AUDITING IN INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	<b>Social Auditing in India</b>	Elective 5	Y	-	-	-	4	6	25	75	100	
<b>Course Objectives</b>												
<b>C1</b>	To create awareness about social auditing in India											
<b>C2</b>	To assess the physical and financial gaps between needs and resources available for local development.											
<b>C3</b>	To analyze the social Audit Process and Issues.											
<b>C4</b>	To enumerate the challenges and issues in conducting Social Audit.											
<b>C5</b>	To know the Innovative Practices in Social Audit											
<b>UNIT</b>	<b>Details</b>								<b>No. of Hours</b>			
<b>I</b>	Meaning, Nature scope and Origin of Social Audit in India -Types of Audit-Financial, Social and Operational Audit-Role and Significance.								<b>6</b>			
<b>II</b>	Social Auditing Process-Stages in the Public Policy Cycle- Impact of Social Audition Social Policy.								<b>6</b>			
<b>III</b>	Social Audit Indian Scenario Schemes of various States under Social Audit Civil Society Participation Social Audit and RTI –Inadequate Support								<b>6</b>			
<b>IV</b>	Social Audit Law-Public Services Social Audit Act-2017- Social Audit Council-Stakeholders-Challenges of Social Audit.								6			
<b>V</b>	Social Audit -Evaluation Innovative Practices Citizen Report Cards, Public Expenditure and Tracking Surveys ( PTE'S)-Citizen Charter-Integrity Parts-Social Medial initiatives-Mechanism of Accountability-Transparency and Democratic Governance.								<b>6</b>			
	<b>Total</b>								<b>30</b>			
	<b>Course Outcomes</b>							<b>Programme Outcomes</b>				
<b>CO</b>	<b>On completion of this course, students will learn</b>											
<b>1</b>	To appreciate the role and significance of Social Audit in the							<b>PO1, PO2</b>				



	current scenario.	
2	To describe the effects of social audit in democratic governance.	<b>PO3, PO4</b>
3	To analyses various Policy decisions keeping in views take holders needs.	<b>PO5, PO6</b>
4	To illustrate the extent of efficacy and effectiveness of Social Welfare Programmes for citizens.	<b>PO7, PO68</b>
5	To compare and contrast the Mechanism of Accountability and Transparency and to Streng then democratic Governance.	<b>PO9, PO10</b>
<b>Text Books</b>		
1	Mia Mahmudur Rahim, Samuel O.I dowu (2015), Social Audit Regulation: Development, Challenges and Opportunities, Springer International Publishing.	
2	Carolyn J. Cordery, David C.Hay(2020), Public Sector Audit, Taylor & Francis.	
3	A.K.Shrivastava (2003), Environment Auditing, New Delhi, APH Publishing Corporation.	
4	Dr.Nazia Sultana (2021), Principles and Practice of Auditing, New Delhi, Walnut Publications.	
5	S.SivaRaju (2017), Corporate Social Responsibility in India Some Empirical Evidence, Springer. Singapore.	
<b>Reference Books</b>		
1	Mathew, G.(Ed.). (2013), Social Audit Status of Panchayat Rajin the States and Union Territories of India, New Delhi, Concept Publishing Company.	
2	Mukkamala Vivekananda, S. Sreedharan, Malavika Belavangala (2012), Social Audit of Public Service Delivery in Karnataka, Public Affairs Centre	
3	John Pearce (1996), Social Auditing for Small Organizations: A Workbook for Trainers and Practitioners, New Economics Foundation.	
4	Wally Smieliauskas, Minlei Ye, Ping Zhang(2020), Auditing and Society: Research on Audit Practice and Regulations, Taylor & Francis.	
5	David Hay, Marleen Willekens, W.Robert Knechel(eds) (2014), The Routledge Companiorato Auditing, Taylor & Francis.	
<b>Web Resources</b>		

1	<a href="https://www.darpg.gov.in/sites/default/files/ccadmin12.pdf">https://www.darpg.gov.in/sites/default/files/ccadmin12.pdf</a>
2	Government of India. (2015), NITI Aayog. Manual Social Audit: Facilitating Accountability in Sector Programmes. Retrieved Social fromfile:///D:/BPAE%20141/material%20for%20units/10 Social%20Audit "20Traming%20Manual.pdf
3	<a href="http://www.accountability.org.uk">http://www.accountability.org.uk</a>
4	<a href="http://www.socialaudit.co.nz/overview.html">http://www.socialaudit.co.nz/overview.html</a>
5	<a href="http://www.cgg.gov.in/core/uploads/2017/07/Social+Audit-Toolkit-Final.pdf">http://www.cgg.gov.in/core/uploads/2017/07/Social+Audit-Toolkit-Final.pdf</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

### ADMINISTRATIVE TECHNIQUES

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Administrative techniques</b>	<b>Elective 5</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To know the essentials and techniques of work measurement										
<b>C2</b>	To create awareness about the stress management and quality management										
<b>C3</b>	To assess the O & M approach and ethical and moral techniques										
<b>C4</b>	To enumerate the administrative reforms in Indian administration										
<b>C5</b>	To analyse the techniques in public administration										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	a) Work Measurement: Meaning, Objectives, Essentials and Techniques of Work measurement. b) Time Management: Techniques, Strategies for effective Time Management.									<b>4</b>	
<b>II</b>	a) Stress Management: concept of Stress, Causes of Stress, Effect of Stress, Coping Strategies for Stress. b) Total Quality Management.; The concept, objectives, components, Significance & implementation of Total quality Management in India.									<b>4</b>	
<b>III</b>	a) Management Information System its Objectives, Essentials of good information system, Functions, Role of MIS in Planning and control. b) O & M Approach. Objectives, functions of O & M, Functions, essentials of O&M Units.									<b>4</b>	
<b>IV</b>	a) Ethical and Moral Techniques: Encouraging morality through ethics and moral techniques in administration. b) Administrative Reforms in Indian Administration: Strategies and policies in administrative improvement.									<b>4</b>	
<b>V</b>	a) Management by Objective: Pre- requisites, Process, Benefits, Problems and limitations of MBO, its application in Public Administration. b) O.D. Techniques in Public Administration: Definition, Characteristics, objectives, process, OD interventions.									<b>4</b>	
	<b>Total</b>									<b>20</b>	
	<b>Course Outcomes</b>									<b>Programme Outcomes</b>	
<b>CO</b>	<b>On completion of this course, students will learn</b>										
<b>1</b>	Appreciate the work management and time management									<b>PO1, PO2</b>	

2	Describe the effect of stress, coping strategies for stress	<b>PO3, PO4</b>
3	Illustrate the management information system in planning and control	<b>PO5, PO6</b>
4	Analyse the strategies and policies in administrative improvement	<b>PO7, PO68</b>
5	Compare the management by objective and O.D techniques in public administration	<b>PO9, PO10</b>
<b>Reference Books</b>		
1	1. Muthuswamy, Brinda, Sanjeev, Swamy's Manual on Establishment and Administration, Swamy Publishers, New Delhi, 2020.	
2	Alok Chakrawal and Pratibha Goyal, Stress Management, Studera Publishers, New Delhi, 2016	
3	Janak Singh Meena, Administrative Reforms and Good Governance, Aavishkar Publishers, Jaipur, 2016.	
4	Pratibha Goyal Alok Chakrawal, Stress Management, Studera Press, New Delhi, 2016.	
5	Darpan Verma, Skills and Techniques in Administrative office Management, Anmol Publications Pvt. Ltd, New Delhi, 2015.	
6	Monoranjan Sarkar, Modern Administrative Techniques, Dominant Publishers, New Delhi, 2013.	
7	Ramesh K. Arora, Indian Public Administration: Institutions And Issues, NEW AGE Publishers, New Delhi, 2012.	

#### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong    M-Medium    L-Low**

#### CO-PO Mapping (Course Articulation Matrix)

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

## PERFORMANCE MANAGEMENT

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Performance Management</b>	SEC 2	Y	-	-	-	2	2	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To provide an overview of all the concepts, principles, functions and specialized are as of performance management.										
<b>C2</b>	To provide detailed knowledge regarding the various types of performance management resource										
<b>C3</b>	To provide practical industrial exposure to the students to hone their administrative competencies and business acumen										
<b>C4</b>	To know the importance of employee performance to achieve the organizational goals										
<b>C5</b>	To identify the challenges of performance management appraisal										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Performance management –Introduction & Historical Overview- Basics of Performance Management-Performance Management Issues: Organizational Learning-Performance Management Process									<b>6</b>	
<b>II</b>	<b>Performance management administration: administration of Performance management process. Developing formats and tools, Performance management cycle. Communication of process and follow ups, Performance Role interventions, development HR Department, Line Managers Employees and the Top management.</b>									<b>6</b>	
<b>III</b>	Performance Appraisal: Methods and System Designs- Graphic Rating Scale; Alternate Ranking Method; Paired Comparison; Force Distribution Method Critical Incident Method; Behaviorally Anchored Rating Scale (BARS); Management by Objective; 360 Degree Appraisal and Customer feedback. system. Balanced Score Card									<b>6</b>	
<b>IV</b>	Process, Leadership, and Organizational Issues- Major Error in Performance appraisal: Ambiguous standards, subjectivity and biasness. Halo effects, regency error, leniency error, central tendency, and Attribution error									<b>6</b>	

V	Recent trends and development in Performance Management practice. Legal and ethical issues in performance appraisal.	6
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MMSU

	<b>Total</b>	<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To examine various stages of Performance Management System.	<b>PO1, PO2</b>
<b>2</b>	To evaluate how various elements help in shaping effective Performance Management System..	<b>PO3, PO4</b>
<b>3</b>	To illustrate how to transform the raw potential of human resources into performance.	<b>PO5, PO6</b>
<b>4</b>	To categorize the types of performance management systems	<b>PO7, PO68</b>
<b>5</b>	To synthesize the empowerment to develop belongingness towards the organization.	<b>PO9, PO10</b>
	<b>Text Books</b>	
<b>1</b>	A.M.Sharma (2010), Performance Management System, New Delhi, HPH.	
<b>2</b>	Dipak Kumar Bhattacharyya (2011), Performance Management Systems and Strategies, Pearson Education India.	
<b>3</b>	Prem Chadha(2011), Performance Management, New Delhi, Macmillan.	
<b>4</b>	Clive Fletcher, Richard Williams (2016), Appraisal: Improving Performance and Developing the individual, Taylor & Francis	
<b>5</b>	S.K.Bhatia (2007), Performance Management, New Delhi, Deep and Deep Publications.	
	<b>Reference Books</b>	
<b>1</b>	T.V.Rao(2008), Performance Management &Appraisal System, New Delhi, Sage Publications.	
<b>2</b>	A.S.Kohli &T.Deb (2009), Performance Management, New Delhi, Oxford Press.	
<b>3</b>	Aharon E. Tziner, Edna Rabenu (2018), Improving Performance Appraisalat Work: Evolution and Change, United Kingdom, Edward Elgar Publishing.	
<b>4</b>	Herman Aguinis (2009), Performance Management, London, Pearson Education.	
<b>5</b>	Chadha Prem (2008), Performance Management, New York, MacMillan.	
	<b>Web Resources</b>	

1	<a href="https://www.researchgate.net/publication/337496192">https://www.researchgate.net/publication/337496192</a> Performance Management as a System in BG Shirke Construction Technology Company Ltd Pune
2	<a href="https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/performance-management.pdf">https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/performance-management.pdf</a>
3	<a href="http://sjput.in/pdf/hrmiii pm.pdf">http://sjput.in/pdf/hrmiii pm.pdf</a>
4	<a href="https://darpg.gov.in/sites/default/files/Performance Management.pdf">https://darpg.gov.in/sites/default/files/Performance Management.pdf</a>
5	<a href="https://journals.sagepub.com/doi/full/10.1177/1534484348798533">https://journals.sagepub.com/doi/full/10.1177/1534484348798533</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4



# INTERNSHIP

Internal – 50 Marks, External : 50 Marks, Total = 100 marks

- A report should be submitted at the end of III<sup>rd</sup> semester and evaluated by external examiners
- Internship students should submit certificate of attendance from the industry along with report

### Semester – IV

Part List of	Courses	credit	Hours per week (L/T/P)
Core – 11	Comparative Public Administration – In Advance level	5	6
Core – 12	Research Methods in Public Administration	5	6
Core	Project with viva voce Examination	7	10
Elective 6	Political Economy in India (or) Urban Governance in India	3	4
SEC III	Collaborative Governance	2	4
	Extention activity	1	
		23	30

### SEMESTER IV

#### COMPARATIVE PUBLIC ADMINISTRATION IN ADVANCE LEVEL

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Comparative Public Administration in Advance Level</b>	<b>Core 11</b>	Y	-	-	-	4	6	25	75	100
<b>Course Objectives</b>											
<b>C1</b>	To familiarize students with the structure and process of the administrative systems around the world										
<b>C2</b>	To assess and evaluate the globalization affects on machinery of government in various										
<b>C3</b>	To analyze the administrative machinery from a comparative perspective.										
<b>C4</b>	To examine and compare the political system and its characteristics.										
<b>C5</b>	To explore the role of public management system in democratic framework.										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	

<b>I</b>	Introduction: Meaning, Nature and Scope of Comparative Public Administration -Evolution of the Study of Comparative Public Administration- Approaches to the Study of Comparative Public Administration-Traditional-Structural-Behavioral-Functional-System, Institutional, Ecological and Modern Approach	<b>6</b>
<b>II</b>	Comparison of law and policy making process: Comparative Study of Legislature and Policy Making Process in UK, USA and France	<b>6</b>
<b>III</b>	Function of executive branches: Comparative Study of Executive Branches in UK, USA and France	<b>6</b>
<b>IV</b>	Methods of judicial system: Comparative Study of Judicial System in UK , USA and France	<b>6</b>
<b>V</b>	Types of civil service and local governments: Comparative Study of Civil Services in UK, USA and France Comparative Study of Local Government Institutions in UK, USA and France	<b>6</b>
	<b>Total</b>	<b>30</b>
	<b>Course Outcomes</b>	<b>Programme Outcomes</b>
<b>CO</b>	<b>On completion of this course, students will learn</b>	
<b>1</b>	To cognize the significance of Comparative Public Administration	<b>PO1, PO2</b>
<b>2</b>	To differentiate draw various conceptual approaches in comparative public administration.	<b>PO3, PO4</b>
<b>3</b>	To recognize the Political and Administrative Systems in the developed countries.	<b>PO5, PO6</b>
<b>4</b>	To compare and appraise the administrative Systems which prevailing the various parts of the world namely U.S.A., U.K., France.	<b>PO7, PO68</b>
<b>5</b>	To know about the nature and scope of comparative studies.	<b>PO9, PO10</b>
	<b>Text Books</b>	
<b>1</b>	Arora, Ramesh K. (2000), Comparative Public Administration, New Delhi, Associated Publishing House.	
<b>2</b>	Chandler, J.A. (2014), Comparative Public Administration, New York, Routlegde.	

3	Sewa Singh Dahiya, Ravindra Singh (2012), Comparative Public Administration, New Delhi, Sterling Publishers.
4	R.K.Arora and Sangeeta Sharma (1992), Comparative and Development Administration: Ideas and Actions(ed.), Jaipur, Arihand Centre for Administrative Change.
5	T.N.Chaturvedi (2003), Comparative Public Administration, Jaipur, College Book Depot.
<b>Reference Books</b>	
1	Farazm and, Ali (2019), Handbook of Comparative and Development Public Administration, United Kingdom, CRC Press.
2	Ferrel Heady(ed.) (1978), Comparative Public Administration, Michigan, Michigan University
3	Sabine Kublmann, Hellmut Wollmann (2019), Introduction to Comparative Public Administration: Administrative Systems and Reforms in Europe, (2nd Edition), Edward Elgar.
4	Eric E. Otenyo, Lawrence R.Jones, Nancy S.Lind (2006), Comparative Public Administration: The Essential Readings, Emerald Group Publishing Limited.
5	Fred W.Riggs(1964), Administration in Developing Countries: The theory of Prismatic Society. Boston, Houghton Mifflin.
<b>Web Resources</b>	
1	<a href="https://www.ignouassignmentguru.com/bpac-107-english-study-material-download">https://www.ignouassignmentguru.com/bpac-107-english-study-material-download</a>
2	<a href="https://onlinelibrary.wiley.com/doi/10.1111/puar.13373">https://onlinelibrary.wiley.com/doi/10.1111/puar.13373</a>
3	<a href="http://eflorakkl.in/staff/uploads/sem2%20cpa%20uniti2.pdf">http://eflorakkl.in/staff/uploads/sem2%20cpa%20uniti2.pdf</a>
4	<a href="https://unacademy.com/content/upsc/swdy-material/public-administration-comparative-public-administration/">https://unacademy.com/content/upsc/swdy-material/public-administration-comparative-public-administration/</a>
5	<a href="https://www.khoji.net/bpac-107-study-material">https://www.khoji.net/bpac-107-study-material</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong M-Medium L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

## RESEARCH METHODS IN PUBLIC ADMINISTRATION

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	<b>Research Methods in Public Administration</b>	<b>Core 12</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>6</b>	<b>25</b>	<b>75</b>	<b>100</b>	
<b>Course Objectives</b>												
<b>C1</b>	To identify and examine the key elements and components of social science research											
<b>C2</b>	To give focus to the research with the exhaustive review of literature available on the research problem											
<b>C3</b>	To assess the validity of research in the field of Public Administration											
<b>C4</b>	To evaluate the research methods used in Public Administration.											
<b>C5</b>	To acquaint students with distinct research methods and tools.											
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>		
<b>I</b>	Research Methodology: Meaning, Scope and Objectives, Types of research, Problem definition, Operationalizing the research problem-Formulation of hypothesis- relevance of Research for decision making in various functional areas of Administration Traditional methods of Inquiries: Philosophical, Historical, Legal and Institutional									<b>6</b>		
<b>II</b>	Social Science Research: Choosing the appropriate research mode- desk research, exploratory, descriptive and conclusive research,- Experimental research design- case study method, Scientific methods in social science research- Problems of Values in Social Science research.									<b>6</b>		
<b>III</b>	Research Design: Definition, Essentials of Research Design, Significance, Kinds of Research Designs-Data Collection: Sources: Primary and Secondary, Methods: Observation, Survey, Questionnaire Schedule and Interview, Case Study, Panel Study.									<b>6</b>		
<b>IV</b>	Sampling: Principles, process and types of sampling- Scaling: Techniques, Types and Comparison of measurement scales									<b>6</b>		
<b>V</b>	Data Processing: Steps in Data Processing, Tools and Techniques, Data Analysis, Data Interpretation. Report/Thesis Writing Current Trends and Ethic all issue sin research-Citation methods and rules- Plagiarism and self-Plagiarism significance of theoreticale on tribution (Social Issues/ the oretical perspective)									<b>6</b>		
	<b>Total</b>									<b>30</b>		
	<b>Course Outcomes</b>							<b>Programme Outcomes</b>				
<b>CO</b>	<b>On completion of this course, students will learn</b>											

1	To demonstrate a theoretical and practical understanding of the types and basic differences among descriptive, quasi-experimental, and experimental research methods and designs.	<b>PO1, PO2</b>
2	To practice qualitative and quantitative research data collection techniques, including observation, interviews, and document analysis, etc.	<b>PO3, PO4</b>
3	To articulate the epistemological assumptions underlying qualitative and quantitative research methods, including the competing paradigms in research.	<b>PO5, PO6</b>
4	To develop the proficiency in using SPSS.	<b>PO7, PO68</b>
5	To evaluate the appropriateness and quality of questionnaires, interviews, and other data collection methods.	<b>PO9, PO10</b>
<b>Text Books</b>		
1	Kothari.C.R.(2014), Research Methodology: Methods and Techniques (second revised edition); New Delhi, New Age International Publication.	
2	Priyaranjan Dash (2011), Research Methodology, New Delhi, Vrinda Publications.	
3	Mukul Gupta (2011), Research Methodology, New Delhi, Rekha Printers.	
4	Hitesh Gupta (2011), Research Methodology, New Delhi, International Book House.	
5	Garbich Carol (2004), New Approaches in Social Research, New Delhi, Sage Publication.	
<b>Reference Books</b>		
1	Anthony, M., Graziano, A.M. and Raulin, M.L. (2009), Research Methods: A Process of Inquiry, Allyn and Bacon.	
2	Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K. (2002), An Introduction to Research Methodology, Jaipur, RBSA Publishers.	
3	Sinha, S.C. and Dhiman, A.K. (2002), Research Methodology, New Delhi, Ess Ess Publications.	
4	Trochim, W.M.K. (2005), Research Methods: The Concise Knowledge Base, Ohio, Atomic Dog Publishing.	
5	Bailey Kenneth.D. (1982), Methods of Social Research, New York, The Free Press.	
<b>Web Resources</b>		
1	<a href="https://www.jium.edu.my/centre/cps/online-materials-for-research-methodology-course">https://www.jium.edu.my/centre/cps/online-materials-for-research-methodology-course</a>	
2	<a href="https://study.sagepub.in/kumar_rmte">https://study.sagepub.in/kumar_rmte</a>	
3	<a href="http://www.ahc.umn.edu/img/assets/26104/Research_Ethics.pdf">http://www.ahc.umn.edu/img/assets/26104/Research_Ethics.pdf</a>	
4	<a href="https://www.academia.edu/20126178/Syllabus_Research_Methods_in_Public_Administration">https://www.academia.edu/20126178/Syllabus_Research_Methods_in_Public_Administration</a>	
5	<a href="https://www.researchgate.net/publication/286674858_Research_Methods_in_Public_Administration_and_Public_Public_Management._An_Introduction">https://www.researchgate.net/publication/286674858_Research_Methods_in_Public_Administration_and_Public_Public_Management._An_Introduction</a>	

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M

CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

#### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

### Core -13 – project viva examination

1. Internal – 50 marks, External – 50 marks
2. Individual project report should be submitted
3. External 50 marks would be evaluated by the external examiner



## POLITICAL ECONOMY OF INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	<b>Political Economy in India</b>	Elective 6	Y	-	-	-	3	4	25	75	100	
<b>Course Objectives</b>												
<b>C1</b>	To explain the basic concepts of political economy in India.											
<b>C2</b>	To assess the impact of politics on the formulation of policies and general economic development.											
<b>C3</b>	To examine the political economy perspective on economic growth and development											
<b>C4</b>	To discuss development histories, contemporary economic issues, and also future economic challenges											
<b>C5</b>	To compare and contrast different theories and ideologies which work as a base for economic systems.											
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>		
<b>I</b>	Introduction: Meaning, Nature, Scope and Importance of Political economy Evolution of the debate over the role and ramifications of the British colonial rule for India's economy.									<b>6</b>		
<b>II</b>	India's population/demography since Independence-Broad features. Major trends-regional dimensions									<b>6</b>		
<b>III</b>	Planning in India up to 1991 Historical roots, evolution of plan models, Planning Commission Five Year Plans- limitations and lessons									<b>6</b>		
<b>IV</b>	Poverty and inequality in India-Diversity of measures and estimates-debates over the trends in the post-liberalization period- poverty alleviation programmes and REGS and their efficacy; Self-Help Groups									6		
<b>V</b>	Reforms/Liberalization in India Political and Economic impact of LPG-Rise of Anti Reform Movements-Pro- active Approaches of the Government- Role of market, state and planning in India's Development and its future-NITIA AYOOG									<b>6</b>		
<b>Total</b>									<b>30</b>			
<b>Course Outcomes</b>									<b>Programme Outcomes</b>			
<b>CO</b>	<b>On completion of this course, students will learn</b>											
<b>1</b>	To understand the scope of political economy during the British period.									<b>PO1, PO2</b>		
<b>2</b>	To formulate and communicate rigorous arguments, so that students can develop a strong sense of potential for further research on India's development from political economy perspective									<b>PO3, PO4</b>		
<b>3</b>	To develop analytical skills of measuring the political dimensions of economic output and policy.									<b>PO5, PO6</b>		

4	To evaluate the relevance of different stake holders in formulating political economy of any country	<b>PO7, PO68</b>
5	To appraise the historical trajectories and contemporary challenges in the way towards a global political economic framework.	<b>PO9, PO10</b>
<b>Text Books</b>		
1	R.Nagaraj, Sripad Motiram (eds)(2017), Political Economy of Contemporary India, Cambridge University Press.	
2	Rajul Das (2021), The Political Economy of New India, Critical Essays, Aakar Books.	
3	M.Govinda Rao, Nirvikar Singh (2006), The Political Economy of Federalism in India, OUP India.	
4	Bardhan.P(1999), The Political Economy of Development in India, Oxford, OUP Catalogue.	
5	Nooruddin. I(2011), Coalition Politics and Economic Development: Credibility and the Strength of Weak Governments, Cambridge, Cambridge University Press.	
<b>Reference Books</b>		
1	Rahul Mukherji (2010), India's Economic Transition-The Politics of Reforms, Oxford University Press.	
2	Bagchi. A(1982), The Political Economy of Under development, Cambridge, Cambridge University Press.	
3	Matthew Mc Cartney (2009) Political Economy, Growth and Liberalization in India, 1991- 2008, Taylor & Francis.	
4	Francine R. Frankel (2006), India's Political Economy: The Gradual Revolution (1947-2004), OUP India.	
5	Rob Jenkins(1999), Democratic politics and economic reform in India, Cambridge University Press	
<b>Web Resources</b>		
1	<a href="https://www.cambridge.org/core/books/political-economy-of-contemporary-india/590052789AF35F236577515F7FF998B1">https://www.cambridge.org/core/books/political-economy-of-contemporary-india/590052789AF35F236577515F7FF998B1</a>	
2	<a href="https://www.jstor.org/stable/4419281">https://www.jstor.org/stable/4419281</a>	
3	<a href="https://study.sagepub.in/ghoshipe">https://study.sagepub.in/ghoshipe</a>	
4	<a href="https://academic.oup.com/book/7654/chapter/152692435">https://academic.oup.com/book/7654/chapter/152692435</a>	
5	<a href="https://www.routledge.com/Understanding-Indias-New-Political-Economy-A-G-Transformation/Ruparelia-Reddy-Harriss-Corbridge/p/book/9780415598118">https://www.routledge.com/Understanding-Indias-New-Political-Economy-A-G-Transformation/Ruparelia-Reddy-Harriss-Corbridge/p/book/9780415598118</a>	

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

**S-Strong M-Medium L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>CO5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>12</b>
<b>Weighted percentage of Course Contribution to Pos</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.4</b>

## URBAN GOVERNANCE IN INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Urban Governance in India</b>	<b>Elective 6</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To understand the historical evaluation and election commission										
<b>C2</b>	To know the structure of municipal corporation										
<b>C3</b>	To assess the role of NGO and voluntary organization										
<b>C4</b>	To explain the concept of local government in India										
<b>C5</b>	To examine the statutory bodies, local bodies and E service delivery mechanism										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	<b>Urban Governance- Historical Evolution , 74th Amendment Act State Election Commission- Composition and Functions</b>									<b>4</b>	
<b>II</b>	<b>Municipal Corporation- Structure and Role ,Municipal Council- Composition and Function ,Nagar Panchayat- Structure and Functions</b>									<b>4</b>	
<b>III</b>	<b>Personnel Administration- Recruitment and Training State-local bodies 'relationship: Administrative and Financial Role of NGOs and voluntary organization</b>									<b>4</b>	
<b>IV</b>	<b>Meaning and Concept of Local Government in India Origin and Significance Urban Local Government in India Urban Local Government in Ancient, Medieval and Modern times</b>									<b>4</b>	
<b>V</b>	<b>Statutory bodies- state election commission – state finance commission-mobilization of resource-citizen charter- social auditing- local bodies-ombudsman- control over local bodies- E service delivery mechanism</b>									<b>4</b>	
	<b>Total</b>									<b>20</b>	
	<b>Course Outcomes</b>									<b>Programme Outcomes</b>	
<b>CO</b>	<b>On completion of this course, students will learn</b>										
<b>1</b>	Obtain knowledge about the 74 <sup>th</sup> amendment act									<b>PO1, PO2</b>	
<b>2</b>	Describe the nagar panchayat and its structure and functions									<b>PO3, PO4</b>	

3	Compare the state and local bodies	<b>PO5, PO6</b>
4	Discuss the origin and significance urban local government in India	<b>PO7, PO68</b>
5	Review the state election commission, state finance commission and local bodies	<b>PO9, PO10</b>
<b>Reference Books</b>		
1	G. Palanithurai(2014), Governancel Issues in India, New Delhi, Concept Publishing Company	
2	P.S.N Rao (2006), urban Goverance and Management, New Delhi, Kanishka Publishers	
3	Sacdeva, Pradeep (1993), Urban Local Government Administration India, Allahabad, Kita b Mahal	
4	Sahib Singh (1192), Local Governmentin India, Jalandhar, New Academic Publications.	
5	Venkataraw Niru Hazaika. V (1995). Local Delhi, S. Chand Company Pvt. Ltd.	

#### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong M-Medium L-Low

#### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## COLLABORATIVE GOVERNANCE

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	<b>Collaborative Governamce</b>	<b>SEC III</b>	<b>Y</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>											
<b>C1</b>	To provide a foundation in understanding the concepts, theories and institutional arrangements of Collaborative Governance										
<b>C2</b>	To develop the skills necessary for effective inter-sectoral policy development, planning. And management										
<b>C3</b>	To compare the structure, procedures, and goals of various types of inter-sectoral collaboration.										
<b>C4</b>	To classify the role of Stake-Holders in the Policymaking Process.										
<b>C5</b>	To design and facilitate inter-sectoral consensus-building processes.										
<b>UNIT</b>	<b>Details</b>									<b>No. of Hours</b>	
<b>I</b>	Introduction: Collaborative government: meaning, dimensions, drivers and outcomes; Governing through collaboration; changing nature of government: network governance.									<b>4</b>	
<b>II</b>	The reality of collaboration: Realizing the Advantage or Disadvantages; Stories of collaborative success; Collaborative governance: the community sector and collaborative network governance.									<b>4</b>	
<b>III</b>	Collaboration: Crisis and Challenges: Collaborating in crisis; The PPP phenomenon; Private Roles for Public Goals; Rationales and Reservations; The Delegator's Dilemma.									<b>4</b>	
<b>IV</b>	Forms of Collaboration: Collaboration for Productivity; Collaboration for Information; Collaboration for Legitimacy; Collaboration for Resources									<b>4</b>	
<b>V</b>	Ways Forward: Tasks and Tools; Getting Collaboration Right; Forging the Future: Payoffs and Perils.									<b>4</b>	
	<b>Total</b>									<b>20</b>	
	<b>Course Outcomes</b>									<b>Programme Outcomes</b>	
<b>CO</b>	<b>On completion of this course, students will learn</b>										
<b>1</b>	To demonstrate the Importance of Collaboration for Good Governance.									<b>PO1, PO2</b>	
<b>2</b>	To evaluate the various Theories and Practices.									<b>PO3, PO4</b>	
<b>3</b>	To examine the nuances of Conflict Analysis and Assessment.									<b>PO5, PO6</b>	
<b>4</b>	To compare and contrast the link between Collaborative, Policy Networks and New Political Economy.									<b>PO7, PO68</b>	
<b>5</b>	To critically evaluate the policy making mechanism to enhance government performance.									<b>PO9, PO10</b>	
	<b>Text Books</b>										
<b>1</b>	David E.Mc Nabb, Carl R.Swenson (2021), Collaboration in Government: Form sand Practices, Taylor & Francis.										
<b>2</b>	Donahue, J. D., & Zeckhauser, R. J. (2012), Collaborative Governance: Private Roles for Public Goals in Turbulent Times, Princeton University Press.										

3	Yuko Aoyama and Balaji Parthasarathy (2016), The Rise of the Hybrid Domain: Collaborative Governance for Social Innovation, Cheltenham, U K:Edward Elgar.
4	Anka Kekez, Michael Howlett (2019), Collaboration in Public Service Delivery: Promise and Pitfalls, Edward Elgar Publishing Company.
5	Thomas (2012), Citizen, Customer, Partner: Engaging the Public in Public Management.
<b>Reference Books</b>	
1	Stephen Green wood, Laurel Singer, Wendy Willis (2021), Collaborative Governance: Principles, Processes, and Practical Tools, Taylor & Francis
2	Sotirios Koussouris, Yannis Charalabidis (2012), Empowering Open and Collaborative Governance: Technologies and Methods for Online Citizen Engagement in Public Policy Making, Springer, Berlin Heidelberg.
3	Kirk Emerson, Tina Nabatchi (2015), Collaborative Governance Regimes, Georgetown University Press
4	Carmen Sirianni (2010), Investing in Democracy: Engaging Citizens in Collaborative Governance, Brookings Institution Press.
5	Jacob Torfing (2016), Collaborative Innovation in the Public Sector, Georgetown University Press
<b>WebResources</b>	
1	<a href="https://sites.duke.edu/niou/files/2011/05/Ansell-and-Gash-Collaborative-Governance-in-Theory-and-Practice.pdf">https://sites.duke.edu/niou/files/2011/05/Ansell-and-Gash-Collaborative-Governance-in-Theory-and-Practice.pdf</a>
2	<a href="https://sk.sagepub.com/reference/hdbk_governance/n25.xml">https://sk.sagepub.com/reference/hdbk_governance/n25.xml</a>
3	<a href="https://www.academia.edu/12890329/Collaborative_Governance_in_Theory_and_Practic">https://www.academia.edu/12890329/Collaborative_Governance_in_Theory_and_Practic</a>
4	<a href="https://www.jstor.org/stable/41317401">https://www.jstor.org/stable/41317401</a>
5	<a href="https://academic.oup.com/book/11955/chapter/161173707">https://academic.oup.com/book/11955/chapter/161173707</a>

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	M	M	M	S
CO2	S	S	M	M	M	M	S	S	M	M
CO3	S	S	M	M	M	S	M	M	S	L
CO4	S	S	M	M	S	M	S	S	M	S
CO5	S	S	M	M	M	S	M	M	S	M

S-Strong    M-Medium    L-Low

### CO-PO Mapping (Course Articulation Matrix)

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	2	2	3
CO5	3	3	2	2	2
Weightage	15	15	10	10	12
Weighted percentage of Course Contribution to Pos	3.0	3.0	2.0	2.0	2.4

## **EXTENSION ACTIVITIES**

- Internal : 50 marks, External : 50 marks (Total : 100 marks)
- Individual report should be submitted at the end of IV<sup>th</sup> semester
- External 50 marks will be evaluated by the external examiners