

**RATHINAM COLLEGE OF ARTS AND SCIENCE
(AUTONOMOUS)**

Rathinam Tech Zone, Eachanari, Coimbatore – 641021.

DEPARTMENT OF PUBLIC ADMINISTRATION



Syllabus for

M.A. Public Administration

(Semester I and II)

2024 – 2025 Batch onwards

Vision and Mission of the Institution

Vision

To emerge as a world-renowned Institution that is integrated with industry to impart Knowledge, Skills, Research Culture and Values in youngsters who can accelerate the overall development of India

Mission

To provide quality education at affordable cost, build academic and research excellence, maintain eco-friendly and robust infrastructure, and to create a team of well qualified faculty who can build global competency and employability among the youth of India

Motto

Transform the youth into National Asset

Vision and Mission of the Department

VISION

To be a leading centre of excellence in public administration education, fostering innovative leaders who are equipped to address global challenges and enhance public services.

MISSION

Our mission is to provide a rigorous and comprehensive education in public administration that empowers students with the knowledge, skills, and ethical foundations necessary to lead and innovate in the public sector. We are dedicated to advancing public service through research, community engagement, and the cultivation of global competencies, preparing our graduates to make meaningful contributions to society.

Motto

Leading with Integrity, Innovating for the Public Good.

Program Educational Objectives (PEO)

PEO1:	Pursue a career as a globally competent and universally employable professional in core and related fields in diverse sectors who accelerates the overall development of India.
PEO2:	Pursue lifelong learning opportunities including graduate degrees to improve and expand domain specific and professional skills.
PEO3:	Advance personally and professionally by accepting professional and societal responsibilities, and pursuing leadership roles.

Mapping of Institute's Mission to PEO

Institute's Mission	PEO's
To provide quality education at affordable cost, build academic and research excellence maintain eco-friendly and robust infrastructure, and	PEO1, PEO2
To create a team of well qualified faculty who can build global competency and employability among the youth of India.	PEO2, PEO3

Program Outcomes (PO):

PO1	: Demonstrate knowledge competency in core discipline
PO2	: Apply the appropriate knowledge and suitable skills in solving the complex problems
PO3	: Conduct investigations of complex problems through various scientific approaches
PO4	: Design solutions for complex and open ended real-life or real-time problems
PO5	: Use appropriate and advanced tools for wide range of practices with an understanding on its associated limitations
PO6	: Work effectively and responsibly as a member or a leader in a team
PO7	: Express complex concepts within the profession and with society at large
PO8	: Understand the professional roles and responsibilities
PO9	: Analyse social and environmental aspects of the professional practices
PO10	: Practice higher moral and ethical standards during the discharge of professional duties
PO11	: Incorporate finer finance and business practices in all professional engagements
PO12	: Identify and address their professional development through lifelong learning

Program Specific Outcomes (PSO):

PSO 1	Develop research temperament to address the current issues and problems in public administration.
PSO 2	Critically analyse and resolve administrative and social conflicts through effective leadership and decision-making skills.
PSO 3	Transforms scientific knowledge into effective practices for societal development and growth.
PSO 4	Apply ethical principles and innovative practices to address the dynamic challenges in public administration

Correlation between the PO/PSO and the PEOs

Program Outcomes		PEO 1	PEO 2	PEO 3
PO 1	:	3	1	3
PO 2	:	3	2	3
PO 3	:	1	2	3
PO 4	:	3	1	3
PO 5	:	3	3	2
PO 6	:	2	3	3
PO 7	:	2	3	1
PO 8	:	3	2	1
PO 9	:	2	2	3
PO 10	:	3	2	1
PO 11	:	2	1	1
PO 12	:	3	2	2
PSO 1	:	2	3	1
PSO 2	:	3	2	2
PSO 3	:	2	3	3
PSO 4	:	3	2	2

3 – Strong correlation; 2-moderate correlation; 1-Less correlation; Blank-no correlation

Components considered for Course Delivery is listed below:

- Class room Lecture
- Laboratory class and demo
- Assignments
- Mini Project
- Project
- Online Course
- External Participation
- Seminar
- Internship

Mapping of POs with Course Delivery:

Program Outcome	Course Delivery								
	a	B	c	D	e	F	G	h	I
PO1	3	3	1	1	2	1	3	3	1
PO2	3	3	2	3	3	1	1	2	3
PO3	3	3	1	3	1	1	1	2	3
PO4	2	3	2	3	3	1	1	3	1
PO5	3	2	1	3	1	3	3	3	3
PO6	2	3	1	3	3	1	2	3	3
PO7	2	3	1	3	1	1	2	3	3
PO8	2	2	1	2	3	3	2	3	3
PO9	1	1	2	3	3	3	2	3	3
PO10	2	1	2	3	2	2	2	2	2
PO11	1	1	2	2	2	3	3	3	3
PO12	1	2	3	2	2	2	3	3	3
PSO1	2	3	1	3	2	3	1	3	3
PSO2	3	2	2	3	3	2	2	3	2
PSO3	2	3	3	2	2	3	3	2	3
PSO4	3	2	2	1	3	2	2	1	2

3 – Strong correlation; 2-moderate correlation; 1-Less correlation; Blank-no correlation

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)
M.A. PUBLIC ADMINISTRATION DEGREE PROGRAMME
(For students admitted from 2024-2025 and onwards)

Sem	Part	Sub Type	Subject	Credit	Hours	Int	Ext	Total
1	1	Core Course -I	Introduction to Public Administration	4	5	50	50	100
1	2	Core Course -II	Administrative Thought	4	5	50	50	100
1	3	Core Course -III	Introduction to the Indian Constitution	4	5	50	50	100
1	4	Core Course -IV	Indian Administrative System	4	5	50	50	100
1	5	Skill Course -I	Personnel Administration	4	5	50	50	100
1	6	Elective Course -I	Administrative Behaviour	4	5	50	50	100
2	1	Core Course -V	Public Policy Analysis in India	4	5	50	50	100
2	2	Core Course -VI	Public Financial Administration	4	5	50	50	100
2	3	Core Course -VII	Labour Welfare Administration & Industrial Relations	4	5	50	50	100
2	4	Core Course -VIII	Administrative Law	4	5	50	50	100
2	5	Skill Course -II	Public Relations	4	5	50	50	100
2	6	Elective Course -II	NGO Management and Resource Mobilization	4	5	50	50	100
3	1	Core Course -IX	Grassroot Level Administration in India	4	6	50	50	100
3	2	Core Course -X	Comparative World Politics	4	6	50	50	100
3	3	Core Course -XI	Research Methods in Public Administration	4	6	50	50	100
3	4	Skill Course -III	Performance Management	4	6	50	50	100
3	5	Elective Course -III	Disaster Management	4	6	50	50	100
3	6	ITR Course	Internship / Industrial Activity [Credits]	2				
4	1	Core Course -XII	International Relations & Organizations	4	6	50	50	100
4	2	Skill- IV	E- Governance	4	6	50	50	100
4	3	Elective Course - IV	Social Entrepreneurship	4	6	50	50	100
4	4	Project	Project with VIVA VOCE	8	12	50	50	200
			Total	90	120	1150	1150	2300

FIRST YEAR SEM -I								
Sem	Part	Sub Type	Subject	Credit	Hour	Int	Ext	Total
1	1	Core Course -I	Introduction to Public Administration	4	5	50	50	100
1	2	Core Course -II	Administrative Thought	4	5	50	50	100
1	3	Core Course -III	Introduction to the Indian Constitution	4	5	50	50	100
1	4	Core Course -IV	Indian Administrative System	4	5	50	50	100
1	5	Skill Course -I	Personnel Administration	4	5	50	50	100
1	6	Elective Course -I	Administrative Behaviour	4	5	50	50	100
Total				24	30	300	300	600

FIRST YEAR SEM -II								
Sem	Part	Sub Type	Subject	Credit	Hour	Int	Ext	Total
2	1	Core Course -V	Public Policy Analysis in India	4	5	50	50	100
2	2	Core Course -VI	Public Financial Administration	4	5	50	50	100
2	3	Core Course -VII	Labour Welfare & Industrial Relations	4	5	50	50	100
2	4	Core Course -VIII	Administrative Law	4	5	50	50	100
2	5	Skill Course -II	Public Relations	4	5	50	50	100
2	6	Elective Course -II	NGO Management and Resource Mobilization	4	5	50	50	100
Total				24	30	300	300	600

SECOND YEAR SEM -III								
Sem	Part	Sub Type	Subject	Credit	Hour	Int	Ext	Total
3	1	Core Course - IX	Grassroot Level Administration in India	4	6	50	50	100
3	2	Core Course - X	Comparative World Politics	4	6	50	50	100
3	3	Core Course - XI	Research Methods in Public Administration	4	6	50	50	100
3	4	Skill Course -III	Performance Management	4	6	50	50	100
3	5	Elective Course -III	Disaster Management	4	6	50	50	100
3	6	ITR Course	Internship / Industrial Activity [Credits]	2				
Total				22	30	250	250	500

SECOND YEAR SEM -IV								
Sem	Part	Sub Type	Subject	Credit	Hour	Int	Ext	Total
4	1	Core Course - XII	International Relations & Organizations	4	6	50	50	100
4	2	Skill Course - IV	E- Governance	4	6	50	50	100
4	3	Elective Course - IV	Social Entrepreneurship	4	6	50	50	100
4	4	Project	Project with VIVA VOCE	8	12	50	50	200
Total				20	30	200	200	500

Core - Theory					
S.NO	Sem	Course Code	Course Name	Offering Department	Type Theory/Practical
1	1		Introduction to Public Administration	Public Administration	Theory
2	1		Administrative Thought	Public Administration	Theory
3	1		Introduction to the Indian Constitution	Public Administration	Theory
4	1		Indian Administrative System	Public Administration	Theory
5	2		Public Policy Analysis in India	Public Administration	Theory
6	2		Public Financial Administration	Public Administration	Theory
7	2		Labour Welfare & Industrial Relations	Public Administration	Theory
8	2		Administrative Law	Public Administration	Theory
Elective - Theory					
S.NO	Sem	Course Code	Course Name	Offering Department	Type Theory/Practical
1	1		Administrative Behaviour	Public Administration	Theory
2	2		NGO Management & Resource Mobilization	Public Administration	Theory
Skill					
S.NO	Sem	Course Code	Course Name	Offering Department	Type Theory/Practical
1	1		Personnel Administration	Public Administration	Theory
2	2		Public Relations	Public Administration	Theory

CORE COURSES**Semester 1**

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core I - Introduction to Public Administration	4	5	-	-	Theory

Course Introduction

This course is designed to introduce the field of Public Administration to the students. The discussion starts with concepts and dynamics relating to public administration and organisation and to demonstrate how the ideologies enable efficient and effective public services.

Course Focus on: Skill Development / Entrepreneurship / Employability / Research

Course Outcomes	On completion of this course, students will be able to
CO 1:	Understand the importance and elements of Public Administration
CO 2:	Demonstrate how the principles enable efficient and effective public services
CO 3:	Analyse the basic concepts and dynamics relating public organization
CO 4:	Depict the importance of human and financial resources for Public Administration
CO 5:	Evaluate the various control mechanisms in Public Administration

Unit I: Introduction [12 Periods]

Meaning, Nature, Scope and Significance of Public Administration; Politics and Administration dichotomy- Wilson's vision of Public Administration; Public and Private Administration: Its Role in Developed and Developing Societies.

Evolution of Public Administration as an independent discipline; New Public Administration; New Public Management; Comparative Public Administration; Development Administration

Approaches to the study of Public Administration – Behavioural, System, Structural – Functional Approach, Public Choice Approach; State vs Market Debate

Unit II: Principles of Administration [12 Periods]

Hierarchy - Span of Control - Unity of Command - Centralized and Decentralized Administration - Structure of Organization - Decentralized Administration - Planning under 73rd & 74th Amendments.

Unit III: Chief Executives [12 Periods]

Chief Executive - Functions of Chief Executive - Departments as Fundamental Units of Administration - Location of Authority - Public Enterprises / Corporations as Units of Administration - Growth of Public Enterprises / Corporations in India - Independent Regulatory Commissions - Growth of Regulatory Commissions in India -TRAI, IDRA, ERA, SEBI, etc. - Autonomy and Accountability of Department, Public Enterprises and IRC's

Unit IV: Control over Public Administration [12 Periods]

Accountability and Control: Concepts of Accountability and Control; Legislative, Executive and Judicial Control over Administration;

Unit V: Recent Trends in Public Administration [12 Periods]

Governance & Good Governance-concept, evolution and applications; E-Governance and M-Governance. Citizens and Administration; Role of media; Civil Society organizations and NGOs; Citizen Charters; Right to Information; Social Audit and People's Participation; Judicial activism, Whistle Blowers, Machinery for redressal of citizens' grievances; Contemporary challenges of Public Administration - National Rural Employment Guarantee Programme -Disaster Management - Protection of Human Rights - Boards and Commissions.

Text Books:

1. Avasthi, A. and Maheswari. (2012) (5th ed). S.R Public Administration. Agra. Laxmi Narain Agarwal.
2. Basu, R. (2019) (6thed). Indian Administration: Structure, Performance and Reform. India. Adroit Publishers.

Reference Books:

1. Willoughby, W. F. (1927) (3rd ed) Principles of Public Administration: With Special Reference to the National and State Governments of the United States. United States: Brookings Institution.
2. Nigam, S. R. (1974) (2nd ed). Principles of Public Administration. New Delhi. Kitab Mahal.
3. Avasthi & Maheshwari (2012) (5th ed). Public Administration in India. Agra. Lakshmi Narayan Agarwal.
4. Sapru. R.K. Public Administration. (2019) (6th ed). India. Tata McGraw Hill Education Private Limited.
5. George Frederickson, H. (1980) (1st ed). New Public Administration. Alabama. The University of Alabama Press.

Web Resources:

1. <https://www.britannica.com/topic/public-administration/Principles-of-publicadministration>
2. https://onlinecourses.swayam2.ac.in/cec22_hs03/preview
3. https://link.springer.com/10.1007/978-3-319-31816-5_3856-1_4_4
4. <https://archive.org/details/in.ernet.dli.2015.2768305>
5. <https://www.tandfonline.com/doi/full/10.1080/23311886.2017.1316916>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	2	3	3	2	1	1	1	2	3	1	3
CO2	3	3	3	3	3	3	3	2	3	2	2	3	3	2	2	3
CO3	3	3	2	2	3	3	2	3	2	3	2	3	2	3	3	2
CO4	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	2
CO5	3	1	3	1	3	2	3	3	3	2	2	1	1	2	3	3

Semester 1

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core II - Administrative Thoughts	4	5	-	-	Theory

Course Introduction

This course is designed to introduce different classical and modern administrative thinkers and their ideas to students in the field of Public Administration, to know how the administrative theories and concepts makes sense in administrative practices.

Course Focus on: Skill Development / Entrepreneurship / Employability / Research

Course Outcomes	On completion of this course, students will be able to
CO 1:	Learn the concept of administrative theories of Indian thinkers
CO 2:	Classical organisational theories: Dichotomy theory, Scientific management theory, Principles of management and Departmentalisation
CO 3:	To comprehend the contributions of theorists over a period of time
CO 4:	Develop an understanding of the contributions of human relations and behavioural thinkers
CO 5:	Establish the Application of theories, understand real life Situations

Unit I:	Ancient Thoughts	[12 Periods]
Kautilya; Thiruvalluvar; Woodrow Wilson		

Unit II:	Classical Thoughts	[12 Periods]
F.W. Taylor; Henry Fayol; Taylor vs Fayol; Gullick & Urwick;		

Unit III:	Human Relations Thoughts	[12 Periods]
Max Weber; Karal Marx; M.P. Follet; Elton Mayo		

Unit IV:	Behavioural Thoughts	[12 Periods]
Chester Barnard; Herbert Simon; Chris Argyris; Rensis Likert; P.F.Drucker		

Unit V:	Motivational Thoughts	[12 Periods]
Abraham Maslow; Douglas McGregor; Fredrick Herzberg; Fred. W. Riggs; Peter Drucker; Y. Dror		

Text Books:

1. Ravindra Prasad. (2011) (13thed). V.S. Prasad and Sathya Narayana. Administrative Thinkers. New Delhi Sterling Publishers Pvt. Ltd.
2. Maheshwari, S.R. (2014) (6thed). Administrative Thinkers. New Delhi. Macmillan Publications.
3. Fadia, B.L., Kul deep Fadia. (2010) (3rded). Public Administration: Administrative Theories and Concepts. New Delhi. Sahitya bhaw an Publications.
4. Ashok Kumar. (2008) (2nd ed).Administrative Thinkers. New Delhi. Saurabh Publishing House.

Reference Books:

1. Luther Gulick & Lyndall Urwick.(1937) (3rd eds). Papers on Science of Administration. New York. New York Institution of Public Administration.
2. Goel ,S.L. (2003) (2nd ed).Public Administration: Theory and Practice. New Delhi.
3. Hoshiar and Pradeep Sachdeva.(2005) (1st ed).Administration Theory. Allahabad. Kitab Mahal Publications.
4. Sapru, R.K. (2013) (3rd ed). Administrative theories and Management Thought. New Delhi. India Learning Pvt. Ltd.
5. Amitai Etzioni (1964) (2nd ed). Modern Organization. Englewood Cliffs N.J., Prentice-Hall.

Web Resources:

1. <https://www.tandfonline.com/loi/madt202>
2. <https://global.oup.com/academic/product/journal-of-public-administration-research-andtheory-147798033>
3. <https://onlinelibrary.wiley.com/journal/146792994>
4. https://link.springer.com/10.1007/978-3-319-31816-5_3856-15
5. <https://www.insightsonindia.com/2015/07/28/public-administration-strategy-how-to-prepare-better-to-deal-with-uncertainties/>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012	PS01	PS02	PS03	PS04
CO1	3	3	3	2	2	2	3	3	2	1	1	1	2	3	1	3
CO2	3	2	3	2	3	3	3	2	3	2	3	3	3	2	2	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	2	3	2
CO4	3	2	3	3	2	3	2	3	3	2	2	2	3	3	2	1
CO5	3	1	3	1	3	2	2	3	3	2	2	1	3	2	3	2

Semester 1

Course Code	Couse Title	Credit	Lecture	Tutorial	Practical	Type
	Core III - Introduction to the Indian Constitution	4	5	-	-	Theory

Course Introduction

The course intends to explain the origin, evolution and features of 'State' and 'Citizen' in reference to the fundamental rights and the duty of state and inter- relationship between fundamental rights and directive principles.

Course Focus on: Skill Development / Entrepreneurship / Employability / Research

Course Outcomes	On completion of this course, students will able to
CO 1:	Enumerate the origin and evolution of the Indian constitution.
CO 2:	Measure and justify division of power between various organ
CO 3:	Analyse the basic features of constitution
CO 4:	Develop an understanding on the philosophy of Indian Constitution
CO 5:	Depict the importance of Fundamental Rights and Directive Principles of Indian Constitution

Unit I:	Introduction of Constitution	[12 Periods]
Constitution - Definition -Constitutional Law - Classification of Constitution - Difference between Constitutional Law and Administrative Law.		

Unit II:	Constitution of India	[12 Periods]
Historical Background - Framing of the Constitution of India.		

Unit III:	Features and Philosophy of the Indian Constitution	[12 Periods]
Salient Features of the Indian Constitution; The Philosophy of the Constitution - Preamble and The Objectives Resolution.		

Unit IV:	Union of India and Citizenship	[12 Periods]
The Union and its Territory - Formation of New States and Alteration of Boundaries, etc - Procedure for Reorganization of States - Cession of Territory; Citizenship - Meaning - Citizenship of India - Citizenship under the Citizenship Act, 1955 & 2019 Amendment - Loss of Indian Citizenship		

Unit V:	Fundamental Rights and Duties- Directive Principles of State Policy	[12 Periods]
Fundamental Rights- Fundamental Duties- Directive Principles of State Policy		

Text Books:

1. Bidyut Chakrabarty and Prakash Chand. (2016) (4th ed). Indian Administration: Evolution and Practice. New Delhi. Sage Publications India Pvt, Ltd.
2. Durga Das Basu. (2017) (9th ed). Introduction to the Constitution of India. New Delhi. Prentice Hall of India.
3. Kashyap, S. (2017). Our Constitution: An Introduction to India's Constitution and Constitutional Law. New Delhi. National Book Trust.
4. Thiruvengadam, A. (2017) (1st ed).The Constitution of India: A Contextual Analysis. New Delhi. Oxford Press.
5. Khosla. M. (2012) (3rd ed). The Indian Constitution. New Delhi. Oxford University Press.

Reference Books:

1. Madhav Khosla. (2020) (4thed).India's Founding Moment: The Constitution of a Most Surprising Democracy. Maurice and Lula Bradley Smith Memorial Fund.
2. Granville Austin. (2020) (7th ed).The Indian Constitution. Clarendon Press.
3. Chaube, S.K. (2010). The Making and Working of the Indian Constitution. New Delhi.
4. Shukla & Mahendra Pal Singh, V.N. (2001). Constitution of India. Eastern Book Company.

5. Singh, M.P. and Rekha Saxena. (2013) (1sted). Federalizing India in the Age of Globalization. New Delhi. Primus Books.

Web Resources:

1. nptel.ac.in/courses/109104074/8
2. nptel.ac.in/courses/109104045/
3. nptel.ac.in/courses/101104065/
4. www.hss.iitb.ac.in/en/lecture-details
5. www.iitb.ac.in/en/event/2nd-lecture-institute-lecture-series-indian-constitution

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	2	2	3	3	2	1	1	1	2	3	1	3
CO2	3	3	3	2	3	3	3	2	3	2	2	3	3	2	2	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
CO4	2	2	3	3	2	3	2	3	2	2	2	2	3	3	2	2
CO5	3	1	3	1	3	2	2	3	3	2	2	1	1	2	3	1

Semester 1

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core IV – Indian Administrative System	4	5	-	-	Theory

Course Introduction

This course intends to explain the functioning of the Central, State and the local governments. The various machineries of the government and their role are dealt with in detail. The course aims to narrate and explain the prevalent system and also proposals for improvement. It focuses on the role, functions and defects of the administrative system.

Course Focus on: Skill Development / Entrepreneurship / Employability / Research

Course Outcomes	On completion of this course, students will be able to
CO 1:	Appreciate the features of administrative system of India.
CO 2:	Analyse the role of the bureaucrats, their functions and responsibilities in the Indian administrative system.
CO 3:	Gain knowledge on the significance of administrative initiatives
CO 4:	Examine the state and district administration.
CO 5:	Have conceptual clarity of centre state relations.

Unit I:	Evolution of Indian Administration	[12 Periods]
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Evolution of Indian Administration – Ancient, Medieval and Modern Administration: British Administration and Administration after Independence

Unit II:	Union Government & Administration: Executive	[12 Periods]
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President, Vice President; Parliament- Lok Sabha and Rajya Sabha- Structures, Compositions, Powers and Functions; Prime Minister- Council of Ministers- Structures, Powers, Functions and Positions; Prime Minister's Office- structure and functions; Cabinet Secretariat- structure and functions. Ministries and Departments; Committees; Supreme Court- Powers and Functions

Unit III:	Constitutional and Non Constitutional Bodies	[12 Periods]
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Election Commission; Public service Commissions; Finance Commission; Goods and Service Tax Council; Comptroller and Auditor General; National Commission for SC/ST/BC/Minorities; NITI Aayog; Human Rights Commission; Information Commission; Central Vigilance Commission; Central Bureau of Investigation

Unit IV:	State and District Administration	[12 Periods]
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The Governor; The Chief Minister and Council of Ministers; Chief Secretary; State Secretariat; Directorates; State Judiciary- Powers and Functions

District Collector- role; Union-state-local relations; Imperatives of development management and law and order administration; District administration and democratic decentralization

Unit V:	Central and State Relations	[12 Periods]
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Centre-State Legislative relations- Seventh Schedule: the Union List, the State List, and the Concurrent List; Emergency Provisions- National Emergency- State Emergency- Financial Emergency; Financial relationship between Centre and State Government; Issues in Centre- State Relations

Text Books:

1. Chakrabarty Bidyut., Prakash Chand. (2016)(2nded). Indian Administration: Evolution and Practice. New Delhi. Sage Publications.
2. Fadia, B.L., Kuldeep Fadia. (2010)(7th ed). Public Administration–Administrative Theories and Concepts. New Delhi. Sahitya Bhawan Publications.
3. Maheshwari, S. R. (2018)(5thed). Indian Administration. New Delhi. Orient Black Swan Publications.
4. Durga Das Basu. (2021)(2nd ed). Introduction to the Constitution of India. New Delhi. Prentice Hall of India.

Reference Books:

1. Bhattacharya. Mohit. (2017)(5th ed). New Horizon of Public Administration. New Delhi. Jawahar

Publishers & Distributors.

2. Maheshwari, S. (2005). Public Administration in India: The Higher Civil Service. India. Oxford University Press.
3. Singh, Hoshiar (1999) (2nd ed). Indian Administration. Allahabad. KitabMahal.
4. Arora K. Ramesh & Rajani Goyal. (1996)(2nd ed) Indian Administration: Institutions and Issues. New Delhi. Vishwa Prakashan.

Web Resources:

1. <https://www.india.gov.in/>
2. <https://www.india.gov.in/topics/governance-administration>
3. <https://www.darpg.gov.in/arc-reports>
4. <https://dopt.gov.in/central-secretariat-service-css-0>
5. <https://www.pmindia.gov.in/en/prime-ministers-office/>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012	PS01	PS02	PS03	PS04
C01	3	3	3	2	3	2	3	3	2	3	3	3	3	3	2	3
C02	3	3	3	2	3	3	3	2	3	2	2	3	3	3	2	3
C03	3	3	2	3	2	3	2	3	2	3	2	3	2	3	3	2
C04	3	2	3	3	2	3	3	3	2	3	1	2	3	3	2	1
C05	3	1	3	1	3	2	2	3	3	2	2	1	2	2	3	2

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core V - Public Policy Analysis in India	4	5	-	-	Theory
Course Introduction						
To familiarize students with the basic concepts, theories and models of public policy analysis and provides an interface between public policy and administration in India. To exhibit the goals, instruments and formulation of public policy at the national and region levels describes the multiple nodes-markets, civil society, legislative and judicial actors that shape decision making.						
Course Focus on: Skill Development / Entrepreneurship / Employability / Research						
Course Outcomes	On completion of this course, students will be able to					
CO 1:	Use proven methods and frame works to analyse key policies.					
CO 2:	Identify and explain the key determinants of policy making.					
CO 3:	Evaluate the potential out comes and effects of public policies.					
CO 4:	Understand and apply various approaches to policy-making.					
CO 5:	Critically analyse the existing policies in India					
Unit I:	Public Policy Making				[12 Periods]	
Public Policy: Concept, Significance and Approaches-Models for Policy Analysis: Systems, Institutional, and Rational Policy making Structure and Process - Policy Making in India: Constitutional Arrangement and Role of Executive, Legislature and Judiciary - Other Stakeholders in						
Unit II:	Policy-making				[12 Periods]	
Political Parties, Interest Groups, Mass-media, Civil Society and International Agencies.						
Unit III:	Public Policy Implementation and Control				[12 Periods]	
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.						
Unit IV:	Policy Evaluation				[12 Periods]	
Purpose and Significance-Criteria for Evaluation: Cost Benefit Analysis; Efficiency; Effectiveness; Equity-Forums for Policy Evaluation: Legislative and Departmental Committees-Policy Change and continuity.						
Unit V:	Recent Trends in Policy Making in India				[12 Periods]	
Strength and Weaknesses of Policy making process in India-Technology and Policy making.						
Text Books:						
1. Sapru,R.K.(2020)(2 nd ed). Public Policy. New Delhi. Sterling Publishers. 2.Rathod, P.B.(2005)(3 rd Ed). Framework of Public Policy: The Discipline and its Dimensions. New Delhi. Common wealth Publishers. 3.Ishwar Dayaland, K. Mathur. (1978)(1 st ed). Dynamics of Formulation of Policy in Government of India. New Delhi. Concept Publishing House. 4.Sapru, R.K. (2019)(2 nd ed). Public Policy: Formulation, Implementation and Evaluation. New Delhi. Sterling Publishers. 5.Rajesh Chakrabarti and Kaushiki Sanyal. (2016)(1 st ed). Public Policy in India. New Delhi. Oxford University Press.						
Reference Books:						
1. Bidyut Chakrabarty, Prakash Chand. (2016)(2 nd ed). Public Policy: Concept, Theory and Practice. SAGE Publications. 2. Anderson, J. E., Moyer, J., Chichirau, G. (2022)(4 th ed).Public Policymaking. United States. Cengage. 3. Stuart, S. Nagel. (2002) (3 rd ed). Public Policy: Goals, Means and Methods. New York. Martin Press. 4. Kuldeep Mathur. (2015)(2 nd ed). Public Policy and Politics in India. New Delhi. 5. Kuldeep Mathur and James Warner .(2009). Policy-Making in India: Who Speaks? Who Listens? New Delhi. Hindustan Publishing Corporation						
Web Resources:						
1. https://www.amazon.in/Public-Policymaking-India-R-V-Ayyar-ebook/dp/B00AE3T7WA 2. https://publicpolicyindia.com/ 3. https://niilmuniversity.in/coursepack/humanities/Public Policy.pdf						

4. [https://www.academia.edu/3482142/Study of Public Policy making in India A theoretic Al framework](https://www.academia.edu/3482142/Study_of_Public_Policy_making_in_India_A_theoretic_Al_framework)

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012	PS01	PS02	PS03	PS04
CO1	3	3	3	2	3	3	3	3	2	1	2	2	3	3	1	3
CO2	3	3	3	2	3	3	3	2	3	2	2	3	3	2	2	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
CO4	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	1
CO5	3	1	3	1	3	2	2	3	3	2	2	1	3	2	3	2

Semester 2

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
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	Core VI- Public Financial Administration	4	5	-	-	Theory
Course Introduction						
The aim of this course is to help students to understand the conceptual framework of Public Financial Administration and its application under various environmental constraints						
Course Focus on: Skill Development / Entrepreneurship / Employability / Research						
Course Outcomes	On completion of this course, students will be able to					
CO 1:	Gain knowledge of Monetary and Fiscal Policies and the concepts of Balance of Payments and basket of currencies					
CO 2:	Analyse the budgetary process and the role of the Ministry of Finance.					
CO 3:	Critically examine the implementation of different types of budgeting systems practiced globally					
CO 4:	Gain clarity on taxation machinery and the GST process.					
CO 5:	Assess the importance of Administrative, Parliamentary and Audit control over Public Expenditure.					
Unit I:	Introduction					[12 Periods]
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						
Unit II:	Budgetary Process in Comparative perspective					[12 Periods]
Constitutional provisions regarding budgeting in India- -Budgetary process in India- Budgetary Process in UK, USA, France, Switzerland, Germany.						
Unit III:	Accounting and Auditing system in Comparative perspective					[12 Periods]
Accounting and Auditing system in India- Accounting and auditing System in Great Britain- Accounting and Auditing in USA Accounting and auditing in European countries						
Unit IV:	Control over public expenditures in India					[12 Periods]
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). Forums for Policy Evaluation: Legislative and Departmental Committees-Policy Change and continuity.						
Unit V:	Fiscal Administration in India					[12 Periods]
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-6 Finance Commission - the National Institution for Transforming India (NITI AAYOG)						
Text Books:						
<ol style="list-style-type: none"> 1. Thavaraj , M.J.K. (1992)(1st ed). Financial Administration in India. New Delhi. S. Chand & Co. 2. Goel, S.L. (2002)(1sted). Public Financial Administration. New Delhi. Deep & Deep Publications. 3. Batsya,K.N.(1993)(2nded). Financial Administration in India. Chandigarh. Haryana Sahitya Academy. 4. Mukherjee, S.S. (1992)(1sted). Financial Administration in India. New Delhi. Surjeet Publications. 5. Lal, G.S. (1998)(2nded). Financial Administration in India. New Delhi. Sterling Publications. 						
Reference Books:						
<ol style="list-style-type: none"> 1. Handa, K.L. (1988)(1sted). Financial Administration in India. New Delhi. IIPA. 2. Dutt. Ruddar & Sundram, K.P.(1997). Indian Economy. New Delhi. 3. Gupta, B.N. (2006)(3rd ed). Indian Federal Finance and Budgetary Policy. Allahabad, Chaitanya Publishing House. 4. Musgrave & Musgrave (1989)(1sted). Public Finance in Theory and Practice. New York. Mc Graw Hill Book Company. 5. Sundharam, K.P.M., (1974)(2nded). Indian Public Finance and Financial Administration. New Delhi. Sultan Chand & Sons. 						

Web Resources:

1. <https://business.mapsofindia.com/india-tax/system.html>
2. https://www.brainkart.com/article/Financial-Administration_40516/
3. <https://www.politicalsciencenotes.com/essay/public-administration/finance-ministry-in-india-essay-finance-public-administration/13692>
4. <https://www.politicalsciencenotes.com/essay/public-administration/financial-committees-in-india-essay-public-administration/13697>
5. <https://www.yourarticlelibrary.com/india-2/financial-administration/financial-administration-in-india/63475>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03	PS04
CO1	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3	3
CO2	3	1	3	3	3	3	3	3	3	3	3	3	3	1	1	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	2	3	3	3	1	3	3	3	3	3	3	3	3	3	3
CO5	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core VII- Labour Welfare & Industrial Relations	4	5	-	-	Theory
Course Introduction						
This course will help the students to know that industrial relations and Labour welfare measures to taking care of the well-being of workers by employers, trade unions, governmental and non-governmental institutions and agencies.						
Course Focus on: Skill Development / Entrepreneurship / Employability / Research						
Course Outcomes	On completion of this course, students will be able to					
CO 1:	Recognize the concept of industrial relations					
CO 2:	Learners will aspire about the Trade Union, Collective bargaining and Worker's Participation in Management					
CO 3:	Learners will understand the Industrial Disputes and its related concepts.					
CO 4:	Develop analytical skills to assess and address contemporary labour issues, including those related to employment relations, workplace diversity, and labour rights.					
CO 5:	Learners will comprehend Employee Discipline, Grievance Handling and also Industrial Related Laws in India					
Unit I:	Industrial Relations					[12 Periods]
Meaning, Definition, Concepts, Origin, Approaches to the study of Industrial Relations- Influence of Socio-Economic, Political and Technical Forces on Industrial Relations; Industrial Relations at Shop Floor and Plant: Employee Discipline, Grievance Redressal Machinery						
Unit II:	Trade Unions					[12 Periods]
Evolution, Purpose, Functions and Structure of Trade Unions, Major Central Trade Union Organizations, Recognition of Trade Union, Rights and Responsibilities of Registered Trade Union; Trade Union - Membership, Finance Structure, Leadership, Politics, Trade Union Rivalry & Violence. Collective Bargaining: Meaning, Theories, Prerequisites, Principles, Strategies, Skills, Subject matter for Collective Bargaining, Factors influencing Collective Bargaining, Bargaining Structure, Procedure and Machinery for Collective Bargaining, Collective Bargaining Agreements; Problems pertaining to Collective Bargaining in India						
Unit III:	Industrial Dispute					[12 Periods]
Meaning and Concept, Instruments of Coercion – Strike, Picketing, Gherao, Bandh, Strikes and Lock – Out; Dispute Settlement Mechanisms: Bipartite Approach – Negotiation, Mediation, Works Committee, Significance of Employers' Federations; Tripartite Approach - Conciliation, Arbitration, Adjudication - Courts of Enquiry, Labour Courts, Industrial Tribunal, National Tribunal, Awards; Workers Participation in Management – Concept, Levels of Participation, Benefits of Participation; Industrial Relations at the Government Level						
Unit IV:	Labour Welfare					[12 Periods]
Definition, Scope, Classification, Approaches, Principles, Origin and Development of Labour Welfare in India; Role of Government, Employer and Trade Union in promoting labour welfare activities. Occupational Health & Voluntary Welfare Measures: Study of Working Conditions and Hazards in Factories, Mines, Plantations and Docks. Industrial Hygiene and Health – Occupational Hazards and Diseases, Role of Industrial Social Worker in promoting the Occupational Health at workplace. Industrial Accidents: Causes, Prevention, Statistics and Records, Safety Administration. Housing of Industrial Labour: Significance of Housing, Government Housing Schemes; Organization and administration of crèche, canteen, credit and consumer cooperatives in Industry.						
Unit V:	Workers' Education					[12 Periods]
Need and scope of Worker's Education Schemes in India: Aims, Structure, Functions; Social Security: Meaning of Social Security, Definition, Origin and Development of Social Security Measures in India, Main features and types of Social Insurance: Social Insurance and Social Assistance, Scope of Social Security and its Application; International Labour Organisation (I.L.O.) – Structure, Functions and its role in Labour Welfare.						
Text Books:						
1. 1. Tripathi, P.C., (2010)(2 nd ed). Personnel Management and Industrial Relations. Sultan Chand Publications. New Delhi.						
2. Bhatia, S.K. (1988). Personnel Management & Industrial Relations. Deep & Deep Publications. New Delhi.						

3. Mamoria C.B. and Sathish Mamoria. (2007)(2nded).Dynamics of Industrial Relations. Himalaya Publishing House. New Delhi.
4. Arun Monappa. Ranjeet Nambudiri., Patturaja Selvaraj(2012). Industrial relations & Labour Laws. Tata McGraw Hill.
5. Ahuja, K.K. (1990)(1sted). Industrial Relations Theory & Practice, Kalyani Publishers. Ludhiana.

Reference Books:

1. Sharma A.M.(2007)(2nded). Industrial Relations. Himalaya Publishing House.New Delhi.
2. Tyagi Labour ,B.P. (2011)(1sted). Economic and Social Welfare. Jaiprakashnath & Co.Meerut.
3. Mariappan,K. (2011)(3rded). Employment Policy and Labour Welfare In India. New Century Publication.
4. Aswathappa, K.(2009)(2nded). Human Resource Management: Text and Cases. Tata Mc Graw Hill Education Private limited.
5. Ahuja ,K.K.(1990). Industrial Relations Theory & Practice. Kalyani Publishers. Ludhiana.

Web Resources:

1. https://books.google.co.in/books?id=OBuLapJUAcC&printsec=copyright&redir_esc=y#v=onepage&q&f=false
2. https://onlinecourses.swayam2.ac.in/cec20_bt14/preview
3. <https://www.economicdiscussion.net/labour/labourwelfare/31839#:~:text=Labour%20welfare%20entails%20all%20those,cleanliness%2C%20low%20noise%2C%20etc.>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2	3	3	3	3	2	1	2	2	3	3	3	3
CO2	3	3	3	2	3	3	3	2	3	2	2	3	3	2	2	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
CO4	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	1
CO5	3	1	3	1	3	2	2	3	3	2	2	1	3	2	3	3

Semester**2**

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Core VIII- Administrative law	4	5	-	-	Theory

Course Introduction

This course is designed to introduce Administrative Law in India.

Course Focus on: Skill Development / Entrepreneurship / Employability / Research

Course Outcomes	On completion of this course, students will be able
CO 1:	Origin and development of administrative law in various countries and fundamentals of Indian legal system
CO 2:	Doctrine of separation of power, Delegated legislature, Doctrine of abdication, Concept of unconstitutionality, Doctrine of Ultra vires
CO 3:	Analyse the application and implications of Quasi legislature and Quasi-judicial concepts
CO 4:	Evaluate the liability of state and public servants towards individual citizen.
CO 5:	Evaluate the legislations enacted to ensure the rights of individuals against state

Unit I: Introduction [12 Periods]

Administrative law-Definition, Nature and Scope, Reason for growth and development; Sources of Administrative Law; Constitutional law and Administrative law; Rule of Law; The Droit (Right) of Administratiff; Doctrine of Separation of Powers: - Meaning, Defects, Importance-Checks and Balances, Separation of Powers in India.

Unit II: Administrative Actions [12 Periods]

Administrative Actions: - Legislative & Quasi Legislative Functions; Administrative Functions; Judicial Functions and Quasi-Judicial Functions;
Delegation: - Definition, Growth of Delegated Legislation, Reason for the growth of Delegated Legislation; Permissible and Impermissible delegations; Sub-delegation;
Controls and Safeguards: - Judicial Control, Legislative Control, and Other Controls

Unit III: Natural Justice [12 Periods]

Natural Justice: - Principles, Doctrine of BIAS, Audi Alteram partem; Administrative Tribunals: - Meaning, origin, development necessity & Reasons essential features, 42nd Amendment and CAT; Commission of Enquiry

Unit IV: Administrative Discretion [12 Periods]

Administrative Discretion; Judicial Review; Liability of State

Unit V: Liability of State and Public Servants [12 Periods]

Proceedings by or against the state – basis of state liability in India – Under contract – Under tort – Proceedings against the public servants – personal immunity of officers for government contract- Misuse of power and corruption. Institution of Ombudsman in India: - Lokpal and Lokaykta Central Vigilance Commission, Central Bureau of Investigation Judicial Control of Administrative Action: - Writ of Prohibition, Writ of Certiorari, Writ of Habeas Corpus, Writ of Mandamus, & Writ of Quo Warranto; Public Interest Litigation (PIL)Special Leave Petition Constitutional Protections for Civil Service

Text Books:

1. Rama Rao. M.S. (1975)(1sted). Administrative Law.
2. Thakker, C. K. (1992)(2nded). Administrative Law. India. Eastern Book Company.
3. Wyman, B. (1903) (1st ed). The Principles of the Administrative Law Governing the Relations of Public Officers. United States. Keefe-Davidson Company.
4. Bell, J, Lichere, F. (2022)(4thed). Contemporary French Administrative Law. India. Cambridge University Press.
5. Goodnow, F. J. (1905). The Principles of the Administrative Law of the United States. United Kingdom. G.P. Putnam's Sons.

Reference Books:

1. David Stott and Alexandra Felix, Principles of Administrative Law, 1997
2. Dr. Sunita Zalpuri, Training Package on Administrative Law

3. Lectures on Administrative Law, 1980
4. Neil Hawke, An Introduction to Administrative Law, 1989
5. Nagendranath Ghose, Comparative Administrative Law, 1919
6. Pallavi Bhogle, Administrative Law

Web Resources:

1. <https://blog.ipleaders.in/administrative-law-1/>
2. <https://www.taxmann.com/post/blog/nature-and-scope-of-administrative-law>
3. https://www.lexisnexis.com/documents/pdf/20090218103837_large.pdf

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012	PS01	PS02	PS03	PS04
CO1	3	3	3	2	3	3	3	3	2	1	2	2	3	3	3	3
CO2	3	3	3	2	3	1	3	2	3	2	2	3	3	2	2	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
CO4	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	1
CO5	3	2	3	2	3	2	2	3	3	2	2	1	3	2	3	3

ELECTIVE COURSES**Semester****1**

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Elective - I Administrative Behaviour	4	5	-	-	Theory

Course Introduction

This course will help the students to manage human resources in organisations. The emphasis will be on creating effective leaders and team members through a better understanding of leadership, motivation, team management, managing conflict and navigating organizational culture and change.

Course Focus on: Skill Development / Entrepreneurship / **Employability** / Research

Course Outcomes	On completion of this course, students will be able to
CO 1:	Understand meaning, importance, need, approaches and models of Organizational Behaviour.
CO 2:	Gain knowledge on the dynamics of individual and administrative behaviour and relationships in managerial functions
CO 3:	Analyse and put the ideas and skills of Administrative Behaviour into practice
CO 4:	Specify the meaning of individual behaviour in terms of personality, perception, learning and emotion.
CO 5:	Understand group behaviour in administration, including communication, leadership, power and politics, conflict, and negotiations.

Unit I:	Introduction	[12 Periods]
Decision-Making with Special Reference to H. Simon: Simon's Concept of Decision-Making-Simon's Bases of Decision-Making, Process or Stages, Simon's Stages of Decision Making, Programmed and Non- Programmed Decisions, Models.		

Unit II:	Communication	[12 Periods]
Communication: Significance- Definition- Types- Media Theoretical Contributions - Henry Fayol, Chester Bernard, Herbert Simon, Norbert Weiner-Process-Channels- Barriers and Problems- Elements or Principles.		

Unit III:	Control	[12 Periods]
Control: Definition, Process, Techniques, Theoretical Contributions: Classical Thinkers -M P Follet - Behaviouralists -Amitai Etzioni.		

Unit IV:	Leadership Theories	[12 Periods]
Leadership Theories: Meaning, Definition, Nature, Sources, Styles, Functions, Qualities, Theories: Trait Theory, Behavioural Theory, Situational Theory.		

Unit V:	Theories of Motivation	[12 Periods]
Theories of Motivation: Meaning, Definition, Theories: Traditional Theory, Maslow's Hierarchy of Needs, Herzberg Two Factor Theory, And Maslow vs. Herzberg.		

Text Books:

- Herbert, A. Simon. (2013)(4th ed) Administrative Behavior : A Study of Decision-Making Processes in Administrative Organisation, Free Press.
- Prasad, D. R., Pardhasaradhi, Y., Satyanarayana, P., Prasad, V. S. (2017)(3rded.Administrative Thinkers. India. Sterling Publishers Pvt. Limited.
- Guy Peters, B. (2021) (4thed). Administrative Traditions. Understanding the Roots of Contemporary Administrative Behavior. OUP Oxford.
- Sidney Mailick. (2021). Concepts and Issues in Administrative Behavior. Hassell Street Press.
- Goel, S.L. (2008)(2nded). Administrative and Management Thinkers. Relevance in New Millennium. Deep & Deep Publications.

Reference Books:

1. Anthony Tillett, Thomas Kemper and Gordon Wills. (1970)(1st ed), Management Thinkers, MiddleSex, Penguin Books.
2. Wholey, Joseph S. (2007), (2nded). Monitoring Performance in the Public Sector. Future directions from International Experience. New Jersey. Transaction Publishers.
3. Hicks, H. G., Gullett, C. R., Phillips, S. M., Slaughter, W. S. (1975)(1sted). Organizations. Theory and Behavior. Japan. McGraw-Hill.
4. Hersey, P., Blanchard, K. H. (1982)(1st ed). Management of Organizational Behavior. Utilizing Human Resources. United Kingdom. Prentice-Hall.
5. W.M. Newman, C. Summer and E. Warren.(2008)(3st ed). Management : Concepts, Behaviour & Practice, Meerut EduPublishers.

Web Resources:

<https://www.mooc-list.com/tags/organizational-behavior>

<https://www.openlearning.com/courses/organisational-behaviour-an-overview>

<https://www.coursera.org/learn/managing-people-iese>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03	PS04
C01	3	3	3	2	3	3	3	3	2	1	2	2	3	3	1	3
C02	3	3	3	2	3	3	3	2	3	2	2	3	3	2	2	3
C03	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
C04	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	1
C05	3	3	3	1	3	2	2	3	3	2	2	2	3	2	3	1

Semester

2

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Elective - II NGO Management & Resource Mobilization	4	5	-	-	Theory

Course Introduction

The curriculum for the NGO Management course consists of the skills and knowledge required to be an expert at managing different sectors within an NGO. Topics covered under this course include legal procedures for the establishment of NGOs, fundraising, leadership skills, and human resource management, the primary aim is to provide the required managerial skills and knowledge for effectively serving society.

Course Focus on: Skill Development / Entrepreneurship / **Employability** / Research

Course Outcomes	On completion of this course, students will be able to
CO 1:	Gain knowledge on the growing role of NGOs in developing countries.
CO 2:	Understand the evolution of NGOs along various development frameworks, and the different approaches towards it
CO 3:	Identify the Procedures for evaluating the impact of organization's strengths and weakness
CO 4:	Review several sources for NGO funding depending on the intensity of the problem being covered.
CO 5:	Understand the issues posing challenges to NGO management

Unit I:	Introduction	[12 Periods]
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Management: Meaning, Definition, Concepts, Objectives and Functions-; **NGO-** Meaning, Definition, Concepts, Types, Functions, Approaches and Models - Vision, Mission and Goals in NGOs - Role of NGO's in Community Development

Unit II:	Establishment	[12 Periods]
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Establishment of NGO: Legal - rational structure of Non-profits: Trusts and Societies with Special reference to Trust and Society Registration Acts- Foreign contributions and Regulation Act (FCRA) - Statutory Obligations- Income Tax Exemption (80-G, 12-A, & 35AC): Rules and Regulation - Resource Mobilization: Methods and Techniques of Fund Raising - International, National and Local Levels

Management Process: Concept and Principles of Management, Operational Management, Personnel Management, Material Management, Fund Raising, Information Management and Time Management. Organizational Behaviour; Individual in an Organization - Groups in Organization- Group Behaviour, Leadership and Team Building, - Organizational; Process-Communication, Supervision, Organizational Change and Development.

Unit III:	Project Evaluation and Monitoring	[12 Periods]
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Project Management: Project Planning: Baseline Survey, Participatory Project Planning Techniques, Centralized Planning Vs. Decentralized Planning, Bottom Up Planning, Micro Plan, Grassroots Plan, Alternate Planning, Pro poor Planning, Expectations.

Project Appraisal: Meaning and Techniques; Logical Frame Analysis (LFA); Participatory Rural Appraisal (PRA): Principles, Methods of PRA and Network Analysis; Documentation and reporting; Public Relations.

Project Evaluation and Monitoring: Aims, Objectives, steps and Creating Management Information System.

Report Writing: Interim Report, Term Reports and Completion Report.

Unit IV:	Budgeting	[12 Periods]
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Budgeting: Meaning, purpose, sources, important items, steps in preparing budget

Resource Mobilization and Management: Government Grants, Foreign Aid, Donations, Membership fees and NGOs Contribution; Project Approach to Funding; Donor Consortium Approach; Funding Criteria and Conditionality; Managing Relationships with Donors; Working with Governments; Aspects of Financial Management relevant for NGOs and Networking Strategies.

Unit V:	International, CSR Activities	[12 Periods]
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International, CSR Activities: Definition, concepts and need - Concentration areas of CSR - Role of social workers in CSR- National and International CSR activities: TVS, Infosys and Tata

Text Books:

1. Khanka, S.S. (2009) (3rd ed). Entrepreneurship in India: The perspective and practice, New Delhi, Akansha Publishing House.
2. Kaliya moorthy and Chandrasekhar. (2007)(2nd ed) Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
3. Roy Rajeev. (2011)(2nd ed). Entrepreneurship New Delhi. Oxford University Press.
4. Gopala Krishnan, (2014)(4thed). The Entrepreneur's Choice: Case son Family Business in India. New Delhi. Rout ledge Taylor & Francis Group.
5. Robert Hisrich, Michael Peters and Dean Shepherd. (2009)(7th ed) Entrepreneurship. New Delhi. Tata Mc Graw-Hill Publishing Company Limited.

Reference Books:

1. EDII. (1986). Faculty and External Experts–A Hand Book for New Entrepreneurs. Ahmadabad. Entrepreneurship Development Institute of India.
2. Philips, Bone fiel and Sharma. (2011)(2nded) Social Entrepreneurship. New Delhi. Global Vision Publishing House.
3. Banks Ken, Peter Gabriel, Bill Drayton. (2016)(3rded) Social Entrepreneurship and Innovation: International Case Studies and Practice. Kogan Page.
4. Chahine ,T. (2016)(1^{sted}). Introduction to Social Entrepreneurship. FL: CRC Press, BocaRaton.
5. Keohane, G.L. (2013) (2nded). Social entrepreneurship for the 21st century: Innovation across then on profit, private and public sectors, New York, Mc Graw Hill.

Web Resources:

1. https://www.unaids.org/sites/default/files/media_asset/jc579-strategies_ngo_en_2.pdf
2. <https://egyankosh.ac.in/bitstream/123456789/59062/1/Unit5.pdf>
3. <https://cpdcngo.org/download/strategies-to-strengthen-ngo-capacity-in-resource-mobilization/>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
C01	3	3	3	2	3	3	3	3	2	1	2	2	3	3	1	3
C02	3	3	3	2	3	3	3	2	3	2	2	3	3	2	2	3
C03	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
C04	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	1
C05	3	3	3	1	3	2	2	3	3	2	2	2	3	2	3	1

SKILL ENHANCEMENT COURSES**Semester 1**

Course Code	Course Title	Credit	Lecture	Tutorial	Practical	Type
	Skill -I Personnel Administration	4	5	-	-	Theory
Course Introduction						
This course is to introduce students about the terminology, history, and models of the Personnel Administration and to know the procedures of Recruitment, Training, Promotion and Incentives in Public Administrative system						
Course Focus on: Skill Development / Entrepreneurship / Employability / Research						
Course Outcomes	On completion of this course, students will able to					
CO 1:	Understand the terminology, history and models of the personnel administration of India					
CO 2:	Gain Knowledge relating to recruitment, training, promotion and incentives system of Indian personnel administration.					
CO 3:	Apply the administrative ethics and integrity in Indian civil services and various institutions					
CO 4:	Evaluate the role and procedures of UPSC, SSC and SPSC: Recruitment, Reservation, Training, promotion and disciplinary.					
CO 5:	Evaluate the reforms and capacity building systems of Indian civil servants					
Unit I:	Basics of Public Personnel Administration					[12 Periods]
Public Personnel Administration - Meaning, Nature and scope- Characteristics of Public Personnel Administration in India, Functions and Significance of Personnel Administration; Public Services and their Role in Administrative System: Concept- Nature and Scope of Personnel Administration; Classification of Services (Cadres) - Generalists and Specialists-Development of Public Services in India - Bases of Bureaucracy. Civil Service in the Context of Modern Bureaucracy: Concepts- Nature - Importance - Implications.						
Unit II:	Recruitment and Training					[12 Periods]
Career Planning and Development, Administrative Tribunals, Central and State Training Institutes Personnel/UPSC/SPSC/SSC ; Civil Service -Concepts - Nature -Importance - Implication Need-Types- Scope; Recruitment: Meaning - Concepts - Nature - Importance Need-Types- Scope; Training- Performance Appraisal - Promotion - Recruitment (Reservation in Services), Personnel Policy.						
Unit III:	Promotion and Training					[12 Periods]
Features Maladies. Concepts - Nature - Importance - Implication- Need- Types- Scope; Problems of recruitment: Concepts - Nature - Importance Implication - Need-Types- Scope; Promotion -Training - Concepts - Nature - Importance Meaning- Implication - Need-Types- Scope, Features Management of change						
Unit IV:	Problems of Personnel Administration					[12 Periods]
Human Resource Development - Performance Appraisal - Stress Management and Motivation ; Rights of Employees- Right to form Association - Right to Strike ; Issues in Personnel Administration -Discipline - Accountability - Corruption						
Unit V:	Grievances Redressal Morale					[12 Periods]
Redressal of Public Grievances Concepts - Nature - Importance Meaning - Implication - Need-Types- Scope, Features Management of change; Rights of the Civil Servants: Concepts - Conduct - Discipline Concepts - Nature - Importance - Implication - Need-Types- Scope; Features Management of change Morale - Retirement and retirement benefits. Concepts - Nature- Importance Implication - Need-Types- Scope.						
Text Books:						
1. Bhayana, S. S. and Singh. S (2016)(4 th ed). Public Personnel and Financial Administration .New Academics: Jalandhar						
2. Davar, Rustom S (2008)(2 nd ed). Personnel Management and Industrial Relations in India Vikas Publishing House: New Delhi						
3. Flippo, Edwin B (2008) (4 th ed). Principles of Personnel Management . McGraw Hill: Kogakusha						
4. Koontz, H and O'Donnell, Cyril (2008)(4 th ed). Principles of Management. McGraw Hill: Tokyo Pigors.						

Reference Books:

1. Paul and Myers, Charles. A (1969)(4thed). Personnel Administration: A Point of View and a Method (6th Edition). McGraw Hill: New York
2. Sarkaria Commission (1988)(4thed). Report of the Commission on Centre-State Relations. Government of India: New Delhi. Available on: interstatecouncil.nic.in/report-of-the-sarkaria-commission/sarkaria-commission-report
3. Saxena, A P (2010)(4thed). Training and Development in Government. Indian Institute of Public Administration: New Delhi
4. Second Administrative Reforms Commission (2010) Refurbishing of Personnel Administration - Scaling New Heights - 10th Report. Government of India: New Delhi
5. Stahl, O Glenn (1971)(6thed). Public Personnel Administration. Oxford and IBH Publishing : New Delhi

Web Resources:

1. <https://www.bdu.ac.in/cde/SLM/M.A.%20Public%20Administration/1%20Year/Paper%20-%205%20%20Public%20Personnel%20Administration.dox.pdf>
2. <https://testbook.com/ias-preparation/personnel-administration>
3. <https://www.studocu.com/in/document/sam-higginbottom-university-of-agriculture-technology-and-sciences/bsw/personnel-administration/23196233>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	2	3	2	3	3	2	3	3	2	3	3	3
CO3	3	3	2	3	3	3	1	3	3	3	3	1	2	3	2	3
CO4	3	3	3	3	1	3	3	3	3	2	3	3	3	3	3	2
CO5	3	2	2	3	3	3	3	1	3	3	3	3	1	3	3	3

Semester 2

Course Code	Couse Title	Credit	Lecture	Tutorial	Practical	Type
	Skill -II	4	5	-	-	Theory

Public Relations						
Course Introduction						
It is to provide students with the skills to understand media relations and analyse public relations problems, plan, implement and evaluate public relations campaigns, and to distinguish between public relations practice in business, government and non-profit organisations						
Course Focus on: Skill Development / Entrepreneurship / Employability / Research						
Course Outcomes	On completion of this course, students will able to					
CO 1:	Evaluate and analyse relevant theories, philosophies, and practices of communication and public relations.					
CO 2:	Communicate their thoughts clearly and persuasively in textual, visual, and oral formats using appropriate style for the situation and medium involved					
CO 3:	Engage in internships in related organizations to gain professional experience.					
CO 4:	Teaches students to write, plan, and build relationships between organizations and the public.					
CO 5:	Demonstrate ethical research, planning and execution of public relations efforts that integrate faith with the responsibility to serve and engage communities and social justice globally.					
Unit I:	Public Relations					[12 Periods]
Public Relations: Definitions, PR as a management concept, elements of PR, evolution of PR, PR as a profession, PR Functions: public opinion, propaganda, and publicity. PR practice in the present context						
Unit II:	PR firms in India					[12 Periods]
PR firms in India: status and growth-Relationship of PR & Communication mix - Relationship Marketing and customer equity - Key Players and issues within the industry.						
Unit III:	PR Publics					[12 Periods]
PR Publics: Internal and external public; issues and problems; management approach, PR Strategy, Channels Communication – public perception, evaluation. PR Strategies						
Unit IV:	Research					[12 Periods]
Research, SWOT Analysis, PEST, Gap analysis, Market Research. Original Research on any two of the following functions - media relations, brand management, crisis communication, grass roots advocacy, public opinion						
Unit V:	Course Related Marketing					[12 Periods]
Course related marketing & socially responsible investment, ethical dimensions - universalism, utilitarianism, justice & virtue theory, relativism						
Text Books:						
1. Lordan, E. J. (2003). Essentials of Public Relations Management. United States: Burnham.						
2. Cutlip, S. M., Center, A. H., Broom, G. M. (2000)(1 ^{sted}). Effective Public Relations. United Kingdom: Prentice Hall.						
3. Oliver, S. (2009) (9 th ed). Public Relations Strategy. United Kingdom: Kogan Page.						
Reference Books:						
1. Iqbal Sachdeva (2009) (1 ^{sted}). communications, and public relations Oxford University Press ; Oxford University Press						
2. Page, J. T., Parnell, L. J. (2017) (2 nd ed). Introduction to Strategic Public Relations: Digital, Global, and Socially Responsible Communication. United States: SAGE Publications.						
Web Resources:						
1. http://ndl.iitkgp.ac.in/he_document/libretxts/libretxts/6999565f6172b0ac913e9f32139d2306?e=1ljmc-04%20public%20relations						

2. <https://egyankosh.ac.in/bitstream/123456789/7608/1/Unit-2.pdf>
3. <https://www.prsa.org/about/all-about-pr>

Mapping of Course Outcome with Programme Outcome and Programme Specific Outcome:

Course Outcome	Programme Outcomes												Programme Specific Outcome			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012	PS01	PS02	PS03	PS04
CO1	3	3	3	2	3	3	3	3	2	1	2	2	3	3	3	3
CO2	3	3	3	2	3	3	3	2	3	2	2	3	3	2	1	3
CO3	3	3	2	2	2	3	2	3	2	3	2	3	2	3	3	2
CO4	3	2	3	3	2	3	2	3	2	2	2	2	3	3	2	3
CO5	3	1	3	1	3	2	2	3	3	2	2	1	3	2	3	1