



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI-620024.

M.A. PUBLIC ADMINISTRATION

**CHOICEBASED CREDIT SYSTEM-LEARNINIG OUTCOME SBASED
CURRICULUM FRAME WORK (CBCS - LOCF)**

(Applicable to the candidates admitted from the academic year 2026-2027 onwards)

Sem.	Name of the Courses	Title of Course	Ins. Hrs.	Credit	Exam Hrs.	Marks		Total
						Int	Ext	
I	Core Course-1(CC- 1)	Introduction to Public administration	6	4	3	30	70	100
	Core Course-2 (CC- 2)	Public Personnel Administration	6	4	3	30	70	100
	Core Course-3(CC- 3)	Administrative Thinkers	6	4	3	30	70	100
	Discipline Centric Elective Course -1 (DCEC- 1)	Environmental Administration (or) Human Rights	5	4	3	30	70	100
	Generic Elective Course-1(GEC-1)	Public Relations (or) Government Politics in Tamil Nadu	5	3	3	30	70	100
	Skill Enhancement Course-1 (SEC-1)	Essentials of Constitution of India	2	2	3	30	70	100
	ValueAddedCourse-1(VAC-1)*	Social Auditing in India	-	2*	3	30	70	100*
	Total		30	21				600
II	Core Course- 4(CC- 4)	Indian Administration	6	4	3	30	70	100
	Core Course-5(CC- 5)	Organizational Behaviour	6	4	3	30	70	100
	Core Course-6(CC- 6)	Public Policy in India	6	4	3	30	70	100
	Discipline Centric Elective Course –2 (DCEC-2)	Comparative Public Administration (or) Labour Welfare Administration	4	4	3	30	70	100
	Generic Elective Course-2 (GEC-2)	NGO Administration (or) Human Rights Administration	4	3	3	30	70	100
	Skill Enhancement course-2 (SEC-2)	Corporate Governance	2	2	3	30	70	100
	Non Major Elective Course-1 (NMEC- 1)	One Course from Outside Department	2	2	3	30	70	100
	Total		30	23				700
Summer Internship/Industrial Activity during the Summer Vacation after 1stYear								

III	Core Course-7 (CC- 7)	Public Financial Administration	6	4	3	30	70	100
	Core Course-8(CC- 8)	Local Government Administration	6	4	3	30	70	100
	Core Course-9(CC- 9)	Research Methodology	6	4	3	30	70	100
	Discipline Centric Elective Course -3 (DCEC-3)	Police Administration (or) Issues in Indian Administration	5	4	3	30	70	100
	Generic Elective Course-3(GEC-3)	Human Resource Management (or) Labour Welfare Administration	5	3	3	30	70	100
	Non-Major Elective Course-2(NMEC- 2)	One Course from Outside Department	2	2	3	30	70	100
	Summer Internship/ Industrial Activity @	Summer Internship	--	2	--	20	80	100
	Total		30	23				700
IV	Core Course-X(CC- 10)	E-Governance	6	4	3	30	70	100
	Core Course-XI(CC-11)	Development Administration	6	4	3	30	70	100
	Core Course-XII(CC-12)	Administrative Law	6	4	3	30	70	100
	Discipline Centric Elective Course -4 (DCEC-4)	Social Welfare Administration (or) Public Sector Management	4	4	3	30	70	100
	Entrepreneurship/Industry Based Course @	Entrepreneurship	3	3	3	30	70	100
	Project@	Project	5	5	--	20	80	100
	Value Added Course-2 (VAC-2)*	International administration	-	2*	3	30	70	100*
	Total		30	24				600
	Grand Total		120	91				2600

LIST OF DISCIPLINE CENTRIC ELECTIVE COURSE

Discipline Centric Elective Course - 1 (DCEC - 1)	
1.	Environmental Administration
2.	Human Rights
Discipline Centric Elective Course - 2 (DCEC - 2)	
1.	Comparative Public Administration
2.	Labour Welfare Administration
Discipline Centric Elective Course - 3 (DCEC - 3)	
1.	Police Administration
2.	Issues in Indian Administration
Discipline Centric Elective Course - 4 (DCEC - 4)	
1.	Social Welfare Administration
2.	Public Sector Management

LIST OF GENERIC ELECTIVE COURSE (GEC)

GENERIC ELECTIVE COURSE - 1 (GEC - 1)	
1.	Public Relations
2.	Government Politics in Tamil Nadu
GENERIC ELECTIVE COURSE - 2 (GEC - 2)	
1.	NGO Administration
2.	Human Rights Administration
GENERIC ELECTIVE COURSE - 3 (GEC - 3)	
1.	Human Resource Management
2.	Labour Welfare Administration

NON-MAJOR ELECTIVE COURSE (NMEC-1&2) FOR OTHER DEPARTMENT STUDENTS	
1	Principles of Public Administration
2	Hospital Administration

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES - ARTS

Sl. No.	Types of the Courses	No. of Courses	Total Credits	Marks
1.	Core Courses	12	48	1200
2.	Discipline Centric Elective Course	4	16	400
3.	Generic Elective Course	3	9	300
4.	Entrepreneurship/Industry Based Course @	1	3	100
5.	Summer Internship/ Industrial Activity @	1	2	100
6.	Project@	1	5	100
7.	Non-Major Elective Courses	2	4	200
8.	Skill Enhancement Course	2	4	200
	Total	26	91	2600
	Value Added Courses*	2*	4*	200*

*	The value added courses credit will not be included in the total CGPA. These courses are extra-credit courses. Instruction hours for these courses is 30 hours								
@	Summer Internship will be carried out during the summer vacation after the First year. Viva Voce will be conducted by the college and Marks shall be sent to the University and the same will be included in the 3rd semester Mark Statement. Summer Internship / Industrial Activity& Project Scheme of Evaluation: <table border="1"> <tr> <th>Description</th><th>Marks</th></tr> <tr> <td>Report</td><td>80</td></tr> <tr> <td>Viva</td><td>20</td></tr> <tr> <td>Total</td><td>100</td></tr> </table>	Description	Marks	Report	80	Viva	20	Total	100
Description	Marks								
Report	80								
Viva	20								
Total	100								

First year	CORE COURSE - I	Semester – I
CODE	INTRODUCTION TO PUBLIC ADMINISTRATION	Credits – 4

COURSE OBJECTIVES

- To develop an advanced conceptual understanding of the nature, scope, evolution and significance of Public Administration as a field of study and practice.
- To critically examine major approaches, theories and paradigms that have shaped the development of Public Administration.
- To analyse the relationship between public administration, politics, law, society, economy and democratic governance.
- To examine administrative structures, processes, accountability mechanisms and emerging institutional challenges in contemporary public administration.
- To apply theoretical perspectives to contemporary governance issues including public policy, ethics, digital governance, citizen participation and administrative reforms.

UNIT I – FOUNDATIONS OF PUBLIC ADMINISTRATION

– Meaning, nature, scope and significance of Public Administration – Public Administration as an art, science and social science – Public and private administration – Public Administration and governance – Evolution of Public Administration as an academic discipline – Politics–Administration relationship – Public Administration and Political Science, Law, Economics, Sociology and Management – Contemporary relevance and changing boundaries of the discipline.

UNIT II – EVOLUTION OF ADMINISTRATIVE THOUGHT AND APPROACHES

– Classical approach – Scientific Management – Administrative Management – Bureaucratic approach – Human Relations approach – Behavioural approach – Systems approach – Ecological approach – Decision-making approach – Public Choice approach – Development Administration – New Public Administration – Comparative Public Administration – Critical and postmodern perspectives.

UNIT III – PRINCIPLES, STRUCTURES AND ADMINISTRATIVE PROCESSES

– Organisation: meaning, principles and forms – Hierarchy, span of control, unity of command, coordination and delegation – Centralisation and decentralisation – Line, staff and auxiliary agencies – Leadership and communication – Decision-making and policy processes – Recruitment, training and performance management – Administrative behaviour – Organisational change and institutional capacity.

UNIT IV – PUBLIC ADMINISTRATION, DEMOCRACY AND ACCOUNTABILITY

– Administration in a democratic state – Constitutionalism and rule of law – Legislative, executive and judicial control – Parliamentary committees and financial accountability – Administrative law and delegated legislation – Ombudsman institutions – Transparency and Right to Information – Social audit and citizen charters – Ethics, integrity and accountability – Administrative responsibility and anti-corruption mechanisms.

UNIT V – CONTEMPORARY PUBLIC ADMINISTRATION AND GOVERNANCE

– New Public Management and managerial reforms – New Public Governance and network governance – Good governance and citizen-centric administration – E-governance and digital public services – Evidence-based and data-driven administration – Public participation and collaborative governance – Sustainable development and SDGs – Crisis and disaster governance – Artificial intelligence and emerging technologies in administration – Administrative reforms, innovation and future directions of Public Administration.

REFERENCES:

1. Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. Public Administration: Understanding Management, Politics, and Law in the Public Sector. 9th ed., McGraw-Hill Education, 2015.
2. Denhardt, Janet V., and Robert B. Denhardt. The New Public Service: Serving, Not Steering. 4th ed., Routledge, 2015.
3. Henry, Nicholas. Public Administration and Public Affairs. 13th ed., Routledge, 2018.
4. Shafritz, Jay M., Albert C. Hyde, and Sandra J. Parkes. Classics of Public Administration. 9th ed., Cengage Learning, 2017.
5. Stillman, Richard J., II. Public Administration: Concepts and Cases. 10th ed., Cengage Learning, 2018.
6. Shafritz, Jay M., E. W. Russell, and Christopher P. Borick. Introducing Public Administration. 9th ed., Routledge, 2022.
7. Frederickson, H. George, et al. The Public Administration Theory Primer. 4th ed., Westview Press, 2018.
8. Farazmand, Ali, editor. Global Encyclopedia of Public Administration, Public Policy, and Governance. Springer, 2018.
9. Bevir, Mark. Governance: A Very Short Introduction. Oxford University Press, 2013.
10. Osborne, Stephen P., editor. The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. Routledge, 2010.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the evolution, nature, scope and interdisciplinary foundations of Public Administration.	K2
CO2	Critically analyse major administrative theories, approaches and paradigms and their relevance to public organisations.	K4
CO3	Evaluate organisational structures, administrative processes, decision-making and accountability mechanisms in public administration.	K5
CO4	Apply principles of democratic governance, ethics, transparency and administrative accountability to contemporary administrative issues.	K3
CO5	Synthesize contemporary approaches to governance, digital administration, public participation, sustainability and administrative reform.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - II	Semester – I
CODE	PUBLIC PERSONNEL ADMINISTRATION	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, evolution, scope and significance of Public Personnel Administration in modern governance.
- To critically examine personnel systems, merit principles, recruitment, classification, training, promotion, compensation and career development in public services.
- To analyse the institutional and legal framework governing civil services, personnel management, employee relations, discipline and administrative ethics.
- To evaluate contemporary approaches to human resource management, strategic personnel administration, diversity, inclusion, employee welfare and performance management.
- To apply personnel administration theories and practices to emerging challenges such as digital HR, competency-based administration, workplace wellbeing, public service motivation and administrative reforms.

UNIT I – FOUNDATIONS OF PUBLIC PERSONNEL ADMINISTRATION

– Meaning, nature, scope and significance of Public Personnel Administration – Evolution of personnel administration – Personnel Administration and Human Resource Management – Public personnel systems and their distinctive characteristics – Merit system and spoils system – Civil service neutrality, anonymity and commitment – Position classification and service classification – Personnel planning and manpower forecasting – Changing role of public personnel administration in governance.

UNIT II – RECRUITMENT, SELECTION AND CAREER DEVELOPMENT

– Principles of recruitment – Recruitment policy and methods – Open and internal recruitment – Competitive examinations and selection procedures – Union Public Service Commission and State Public Service Commissions – Recruitment in specialised and technical services – Induction and probation – Training and capacity building – Career planning and development – Promotion, seniority and merit – Transfers, deputation and mobility – Succession planning and competency development.

UNIT III – PERFORMANCE, COMPENSATION AND EMPLOYEE WELFARE

– Performance management in public services – Performance appraisal systems and methods – Results-based management – Competency-based assessment – Pay and salary administration – Pay commissions and pay determination – Allowances, incentives and rewards – Job evaluation – Pension and retirement benefits – Employee welfare and social security – Work-life balance and occupational wellbeing – Grievance redressal and employee assistance.

UNIT IV – SERVICE CONDITIONS, DISCIPLINE AND EMPLOYEE RELATIONS

– Service rules and conditions of employment – Conduct rules and standards of public service behaviour – Discipline and disciplinary procedures – Suspension, penalties and appeals – Administrative tribunals – Right to association and employee organisations – Employer–employee relations – Collective bargaining in public services – Industrial disputes and conflict management – Sexual harassment prevention and workplace dignity – Equal opportunity, diversity and inclusion in public employment – Ethics, integrity and accountability.

UNIT V – CONTEMPORARY TRENDS AND REFORMS IN PUBLIC PERSONNEL ADMINISTRATION

– Strategic Human Resource Management in government – New Public Management and personnel reforms – New Public Service and public service motivation – Competency-based human resource management – E-HR and digital personnel administration – Artificial intelligence and data analytics in public-sector HR – Remote and hybrid work in public organisations – Diversity, equity and inclusion – Leadership development and organisational learning – Employee engagement and wellbeing – Future of civil services and administrative reforms in India.

REFERENCES:

1. Goel, S. L. Public Personnel Administration: Theory and Practice. Deep and Deep Publications, 2002.
2. Bhattacharya, Mohit. New Horizons of Public Administration. Jawahar Publishers & Distributors, 2018.
3. Tyagi, A. R. K. Public Administration: Principles and Practice. Atma Ram & Sons, 2014.
4. Maheshwari, S. R. Indian Administration. Orient BlackSwan, 2019.
5. Prasad, L. M. Human Resource Management. Sultan Chand & Sons, 2020.
6. Flippo, Edwin B. Principles of Personnel Management. McGraw-Hill, 1984.
7. Armstrong, Michael, and Stephen Taylor. Armstrong's Handbook of Human Resource Management Practice. 16th ed., Kogan Page, 2023.
8. Denhardt, Janet V., and Robert B. Denhardt. The New Public Service: Serving, Not Steering. 4th ed., Routledge, 2015.
9. Stillman, Richard J., II. Public Administration: Concepts and Cases. 10th ed., Cengage Learning, 2018.
10. Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. Public Administration: Understanding Management, Politics, and Law in the Public Sector. 9th ed., McGraw-Hill Education, 2015.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the foundations, principles, evolution and institutional framework of Public Personnel Administration.	K2
CO2	Analyse recruitment, selection, training, promotion, career development and personnel planning systems in public services.	K4
CO3	Evaluate performance management, compensation, employee welfare, service conditions and personnel accountability mechanisms.	K5
CO4	Apply principles of discipline, employee relations, ethics, diversity and workplace governance to public personnel issues.	K3
CO5	Critically assess contemporary public-sector HR reforms, digital personnel administration, public service motivation and emerging workforce challenges.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - III	Semester – I
CODE	ADMINISTRATIVE THINKERS	Credits – 4

COURSE OBJECTIVES

- To provide an advanced understanding of the evolution, scope and intellectual foundations of administrative thought.
- To critically examine the major contributions of Indian, classical, human relations, behavioural, comparative and contemporary administrative thinkers.
- To analyse the assumptions, concepts, methods and limitations of major theories of organisation, bureaucracy, decision-making, leadership and motivation.
- To develop the ability to compare administrative ideas across different historical, cultural and institutional contexts.
- To apply administrative theories and thinkers' insights to contemporary public administration, governance, public policy and institutional challenges.

UNIT I – FOUNDATIONS AND CLASSICAL ADMINISTRATIVE THOUGHT

– Nature, scope and significance of Administrative Thought – Evolution of administrative theory – Politics–Administration relationship – Woodrow Wilson and the study of administration – Frank J. Goodnow: Politics and Administration – Scientific Management – F.W. Taylor: principles, techniques and critique – Henry Fayol: principles of administration and functions of management – Luther Gulick and Lyndall Urwick: POSDCORB and principles of organisation.

UNIT II – INDIAN AND BUREAUCRATIC ADMINISTRATIVE THOUGHT

– Kautilya: statecraft, administration, public finance, intelligence and welfare in the Arthashastra – Thiruvalluvar: ethical governance, leadership, justice and public management in the Tirukkural – B.R. Ambedkar: constitutionalism, social justice, democracy and administrative institutions – Max Weber: ideal-type bureaucracy, authority and rational-legal legitimacy – Karl Marx: state, class and bureaucracy – Critical appraisal of classical and bureaucratic perspectives.

UNIT III – HUMAN RELATIONS, ORGANISATION AND LEADERSHIP

– Elton Mayo: Hawthorne Studies and Human Relations Movement – Mary Parker Follett: constructive conflict, integration, coordination, power-with and leadership – Chester I. Barnard: formal and informal organisation, cooperation, authority and functions of the executive – Rensis Likert: management systems and participative administration – Douglas McGregor: Theory X and Theory Y – Organisational implications for public administration.

UNIT IV – BEHAVIOURAL, DECISION-MAKING AND MOTIVATION THOUGHT

– Herbert A. Simon: Administrative Behaviour, bounded rationality, satisficing and decision-making – James G. March and Herbert Simon: organisations and behavioural approaches – Abraham Maslow: hierarchy of needs – Frederick Herzberg: motivation-hygiene theory and job enrichment – Chris Argyris: personality and organisation – Contemporary relevance of behavioural approaches to public organisations, administrative discretion and organisational performance.

UNIT V – COMPARATIVE, DEVELOPMENTAL AND CONTEMPORARY ADMINISTRATIVE THOUGHT

– Fred W. Riggs: ecological approach, fused–prismatic–diffracted models and prismatic society – Dwight Waldo: administrative state, values and democratic administration – Yehezkel Dror: policy sciences and policy-making – Peter F. Drucker: management by objectives and management thought – New Public Management and managerialism – New Public Governance, network governance and collaborative administration – contemporary debates on ethics, digital governance, artificial intelligence, evidence-based administration, sustainability and citizen-centric governance.

REFERENCES:

1. Prasad, Ravindra, V. S. Prasad, and P. Satya Narayana. Administrative Thinkers. Sterling Publishers, 2011.
2. Maheshwari, S. R. Administrative Thinkers. Macmillan Publishers India, 2014.
3. Fadia, B. L., and Kuldeep Fadia. Public Administration: Administrative Theories and Concepts. Sahitya Bhawan Publications, 2010.
4. Arora, Ramesh K., and Rajni Goyal. Indian Public Administration: Institutions and Issues. New Age International, 2019.
5. Shafritz, Jay M., Albert C. Hyde, and Sandra J. Parkes. Classics of Public Administration. 9th ed., Cengage Learning, 2017.
6. Denhardt, Janet V., and Robert B. Denhardt. The New Public Service: Serving, Not Steering. 4th ed., Routledge, 2015.
7. Stillman, Richard J., II. Public Administration: Concepts and Cases. 10th ed., Cengage Learning, 2018.
8. Henry, Nicholas. Public Administration and Public Affairs. 13th ed., Routledge, 2018.
9. Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. Public Administration: Understanding Management, Politics, and Law in the Public Sector. 9th ed., McGraw-Hill Education, 2015.
10. Riggs, Fred W. Administration in Developing Countries: The Theory of Prismatic Society. Houghton Mifflin, 1964.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the evolution, foundations and major concepts of administrative thought.	K2
CO2	Critically analyse the contributions of Indian, classical and bureaucratic thinkers to public administration.	K4
CO3	Evaluate human relations, behavioural, leadership, organisational and motivational theories in administrative contexts.	K5
CO4	Apply decision-making, comparative and developmental administrative perspectives to contemporary governance problems.	K3
CO5	Synthesise classical and contemporary administrative thought to assess emerging issues in public administration and governance.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	DISCIPLINE CENTRIC ELECTIVE COURSE - I	Semester – I
CODE	ENVIRONMENTAL ADMINISTRATION	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, scope, evolution and significance of Environmental Administration as an interdisciplinary field of public policy and governance.
- To critically examine environmental institutions, laws, policies and administrative mechanisms at global, national and sub-national levels.
- To analyse the role of public administration in environmental planning, natural resource management, pollution control, climate governance and sustainable development.
- To evaluate environmental governance mechanisms including regulatory administration, environmental impact assessment, public participation, decentralisation and intergovernmental coordination.
- To apply contemporary approaches to environmental administration for addressing climate change, biodiversity loss, environmental justice, disasters and emerging ecological challenges.

UNIT I – FOUNDATIONS OF ENVIRONMENTAL ADMINISTRATION

– Meaning, nature, scope and significance of Environmental Administration – Environment–development relationship – Ecology, ecosystems and carrying capacity – Environmental governance and public administration – Evolution of environmental consciousness and international environmentalism – Sustainable development – Common but differentiated responsibilities – Precautionary principle, polluter pays principle and intergenerational equity – Environmental ethics and ecological citizenship.

UNIT II – ENVIRONMENTAL INSTITUTIONS, POLICIES AND LAW

– Global environmental governance – United Nations Environment Programme (UNEP) – Sustainable Development Goals and environmental governance – Major international environmental agreements and conventions – Environmental administration in India – Constitutional provisions relating to environment – Environmental Protection Act, 1986 – Water Act, 1974 – Air Act, 1981 – Biological Diversity Act, 2002 – National Green Tribunal – Central and State Pollution Control Boards – Environmental policy and regulatory institutions.

UNIT III – NATURAL RESOURCE AND POLLUTION ADMINISTRATION

– Forest administration and conservation – Wildlife and protected-area administration – Biodiversity governance – Water resource administration and river-basin management – Land degradation and soil conservation – Coastal and marine governance – Urban environmental administration – Solid waste, hazardous waste, plastic waste and e-waste management – Air and water pollution control – Industrial pollution and environmental regulation – Circular economy and resource efficiency.

UNIT IV – ENVIRONMENTAL PLANNING, ASSESSMENT AND PARTICIPATION

– Environmental planning and policy formulation – Environmental Impact Assessment (EIA) – Strategic Environmental Assessment – Environmental clearance and compliance – Environmental auditing – Environmental monitoring and enforcement – Environmental information systems and data governance – Public participation and access to environmental information – Role of civil society, NGOs and community institutions – Environmental justice and rights-based approaches – Role of local governments and decentralised environmental management.

UNIT V – CLIMATE GOVERNANCE AND EMERGING ENVIRONMENTAL CHALLENGES

– Climate change administration and governance – Mitigation and adaptation policies – Climate finance and carbon governance – Disaster risk reduction and climate resilience – Urban climate governance and sustainable cities – Energy transition and renewable energy administration – Environmental justice and climate equity – Artificial intelligence, geospatial technologies and environmental data – Nature-based solutions and ecosystem restoration – Green governance and sustainable public procurement – Emerging environmental challenges and future directions of Environmental Administration.

REFERENCES:

1. Jasanoff, Sheila, editor. *States of Knowledge: The Co-Production of Science and the Social Order*. Routledge, 2004.
2. Dryzek, John S. *The Politics of the Earth: Environmental Discourses*. 3rd ed., Oxford University Press, 2013.
3. Roberts, J. Timmons, and Bradley C. Parks. *A Climate of Injustice: Global Inequality, North-South Politics, and Climate Policy*. MIT Press, 2007.
4. Rosenbaum, Walter A. *Environmental Politics and Policy*. 9th ed., CQ Press, 2017.
5. Fisher, Elizabeth, Judith Jones, and René von Schomberg, editors. *Implementing the Precautionary Principle: Perspectives and Prospects*. Edward Elgar, 2006.
6. Vig, Norman J., and Michael E. Kraft, editors. *Environmental Policy: New Directions for the Twenty-First Century*. 9th ed., CQ Press, 2018.
7. Adger, W. Neil, et al., editors. *Fairness in Adaptation to Climate Change*. MIT Press, 2006.
8. Bulkeley, Harriet, and Michele M. Betsill. *Cities and Climate Change: Urban Sustainability and Global Environmental Governance*. Routledge, 2003.
9. Jordan, Andrew, and Cameron Mitchell, editors. *Environmental Policy and Governance*. Edward Elgar, 2008.
10. Steffen, Will, et al. *The Global Risks of Climate Change and Environmental Change*. Cambridge University Press, 2015.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the conceptual, ecological, institutional and policy foundations of Environmental Administration.	K2
CO2	Critically analyse environmental laws, institutions, policies and international environmental governance mechanisms.	K4
CO3	Evaluate administrative approaches to natural resource management, pollution control, environmental regulation and sustainable development.	K5
CO4	Apply environmental planning, impact assessment, participatory governance and decentralised approaches to contemporary environmental problems.	K3
CO5	Synthesise climate governance, environmental justice, technology, resilience and sustainability perspectives for effective environmental administration.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	GENERIC ELECTIVE COURSE – I	Semester – I
CODE	PUBLIC RELATIONS	Credits – 3

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, principles, evolution and professional practice of Public Relations in public, private and non-profit organisations.
- To critically examine major theories, models, functions, tools and communication strategies used in Public Relations and strategic communication.
- To analyse the role of Public Relations professionals in government communication, media relations, organisational reputation, stakeholder engagement and crisis management.
- To develop professional competencies in media writing, press releases, briefing, campaigns, digital communication, social media and event-based communication.
- To evaluate contemporary Public Relations practices in the context of digital media, misinformation, artificial intelligence, ethical communication, public diplomacy and participatory governance.

UNIT I – FOUNDATIONS, THEORIES AND PRINCIPLES OF PUBLIC RELATIONS

– Meaning, nature, scope and evolution of Public Relations – Public Relations, publicity, propaganda, advertising and public affairs – Functions and importance of Public Relations – Principles and ethics of professional PR – Two-way communication and relationship management – Major theories and models of Public Relations – Grunig and Hunt’s four models – Excellence theory – Situational theory of publics – Stakeholder theory – Public Relations as a strategic management function.

UNIT II – PUBLIC RELATIONS MANAGEMENT AND MEDIA RELATIONS

– Public Relations management process – Research, planning, communication and evaluation – PR departments and agencies – Role and responsibilities of PR professionals – Media relations and media mapping – Press conferences, press briefings and interviews – Press releases, backgrounders, fact sheets and media kits – News writing and feature writing – Editorial relations – Media monitoring and analysis – Government Public Relations and official communication – Role of PROs in public institutions.

UNIT III – CORPORATE, GOVERNMENT AND COMMUNITY PUBLIC RELATIONS

– Corporate Public Relations – Internal and external publics – Employee communication – Investor and financial relations – Community relations and corporate social responsibility – Government communication and public information – Public awareness campaigns – Public service communication – Development communication and behavioural change communication – Public diplomacy – International and cross-cultural Public Relations – NGO and non-profit communication – Stakeholder engagement and participatory communication.

UNIT IV – CRISIS COMMUNICATION, CAMPAIGNS AND DIGITAL PUBLIC RELATIONS

– Public Relations campaigns: research, objectives, audience segmentation, message design, media strategy, implementation and evaluation – Event management and special events – Crisis identification, preparedness, response and recovery – Crisis communication strategies – Reputation and issue management – Digital Public Relations – Websites, blogs, podcasts and social media – Influencer and community engagement – Online reputation management – Misinformation, disinformation and fact-checking – Data-driven communication and analytics.

UNIT V – CONTEMPORARY PUBLIC RELATIONS, ETHICS AND EMERGING TRENDS

– Public Relations ethics, transparency and accountability – Professional codes and ethical decision-making – Privacy, consent and responsible communication – Artificial intelligence and automation in PR – Generative AI and content creation – Social listening and sentiment analysis – Visual and multimedia communication – Strategic storytelling and brand narratives – Public diplomacy and nation branding – Communication during disasters, pandemics and emergencies – Environmental

and sustainability communication – Future directions of Public Relations in democratic and digital societies.

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1. Cutlip, Scott M., Allen H. Center, and Glen M. Broom. Effective Public Relations. 11th ed., Pearson, 2012.
2. Grunig, James E., and Todd Hunt. Managing Public Relations. Holt, Rinehart and Winston, 1984.
3. Wilcox, Dennis L., Bryan H. Reber, and Glen T. Cameron. Public Relations: Strategies and Tactics. 11th ed., Pearson, 2015.
4. Seitel, Fraser P. The Practice of Public Relations. 14th ed., Pearson, 2017.
5. Smith, Ronald D. Strategic Planning for Public Relations. 6th ed., Routledge, 2021.
6. Johnston, Jane, and Mark Sheehan. Public Relations: Theory and Practice. 5th ed., Allen & Unwin, 2020.
7. Tench, Ralph, and Stephen Waddington, editors. Exploring Public Relations. 4th ed., Pearson, 2021.
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9. Coombs, W. Timothy. Ongoing Crisis Communication: Planning, Managing, and Responding. 6th ed., SAGE, 2022.
10. Doorley, John, and Helio Fred Garcia. Reputation Management: The Key to Successful Public Relations and Corporate Communication. 4th ed., Routledge, 2020.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the concepts, theories, principles, evolution and professional functions of Public Relations.	K2
CO2	Analyse Public Relations management, media relations, stakeholder communication and the strategic role of PR professionals.	K4
CO3	Evaluate government, corporate, community, development and public diplomacy communication practices.	K5
CO4	Apply PR planning, campaign design, media writing, crisis communication and digital communication techniques.	K3
CO5	Critically assess contemporary Public Relations practices with reference to ethics, AI, misinformation, reputation management and emerging communication technologies.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	SKILL ENHANCEMENT COURSE - I	Semester – I
CODE	ESSENTIALS OF CONSTITUTION OF INDIA	Credits – 2

COURSE OBJECTIVES

- To develop an advanced understanding of the constitutional philosophy, historical foundations and institutional framework of the Constitution of India.
- To critically examine Fundamental Rights, Directive Principles, Fundamental Duties and constitutional remedies in relation to democracy, liberty, equality and social justice.
- To analyse the structure, powers and constitutional relationships among the Union, States, judiciary and local governments.
- To evaluate constitutional mechanisms of accountability, federalism, emergency governance, independent institutions and constitutional amendments.
- To apply constitutional principles to contemporary issues of governance, public administration, citizenship, social transformation and constitutional democracy.

UNIT I – CONSTITUTIONAL FOUNDATIONS AND PHILOSOPHY

– Constitution: meaning, nature, functions and types – Historical evolution of constitutional government in India – Regulating Act, Charter Acts and Government of India Acts – Constituent Assembly: composition, committees and working – Sources and salient features of the Indian Constitution – Preamble and constitutional philosophy – Sovereignty, socialism, secularism, democracy and republicanism – Rule of law, constitutionalism and limited government – Basic Structure doctrine.

UNIT II – FUNDAMENTAL RIGHTS, DIRECTIVE PRINCIPLES AND CITIZENSHIP

– Citizenship and constitutional provisions – Fundamental Rights: equality, freedom, protection of life and personal liberty, freedom of religion, cultural and educational rights and constitutional remedies – Reasonable restrictions – Preventive detention and due process – Directive Principles of State Policy – Fundamental Duties – Relationship between Fundamental Rights and Directive Principles – Social justice, affirmative action and constitutional protection of vulnerable groups – Right to education, privacy and emerging rights jurisprudence.

UNIT III – UNION AND STATE GOVERNMENT

– Union Executive: President, Vice-President, Prime Minister and Council of Ministers – Constitutional position and discretionary powers – Parliament: composition, powers, privileges, legislative and financial functions – Parliamentary control over administration – Supreme Court: jurisdiction, judicial review and judicial activism – State Executive: Governor, Chief Minister and Council of Ministers – State Legislature – High Courts – Union–State legislative, administrative and financial relations – Cooperative and competitive federalism – Inter-State relations.

UNIT IV – CONSTITUTIONAL BODIES, LOCAL GOVERNMENT AND ACCOUNTABILITY

– Election Commission of India – Union Public Service Commission and State Public Service Commissions – Comptroller and Auditor General of India – Finance Commission – Attorney General and Advocate General – National Commissions for Scheduled Castes, Scheduled Tribes and Backward Classes – Constitutional status and functions of Panchayati Raj Institutions and Urban Local Bodies – 73rd and 74th Constitutional Amendments – Constitutional accountability, transparency and institutional checks and balances.

UNIT V – EMERGENCY, AMENDMENT AND CONTEMPORARY CONSTITUTIONAL ISSUES

– Constitutional amendment: procedure and limitations – Basic Structure doctrine – National, State and Financial Emergencies – Effects of emergency provisions – President's Rule – Constitutional safeguards and judicial review – Anti-defection provisions – Special provisions for selected States and regions – Centre–State tensions and federal debates – Constitutional morality – Gender and

social justice – Digital rights, privacy and technology – Environmental constitutionalism – Contemporary challenges to constitutional democracy and governance.

REFERENCES:

1. Bas, G. N. Constitutional Law of India. 9th ed., LexisNexis, 2019.
2. Sharma, Brij Kishore. Introduction to the Constitution of India. 8th ed., PHI Learning, 2017.
3. Jain, M. P. Indian Constitutional Law. 8th ed., LexisNexis, 2018.
4. Shukla, V. N. Constitution of India. 14th ed., Eastern Book Company, 2022.
5. Seervai, H. M. Constitutional Law of India: A Critical Commentary. 4th ed., Universal Law Publishing, 1991.
6. Bakshi, P. M. The Constitution of India. 17th ed., Universal Law Publishing, 2023.
7. Rai, Kailash. Indian Constitution. 10th ed., PHI Learning, 2019.
8. Chakrabarty, Bidyut, and Rajendra Kumar Pandey. Indian Government and Politics. SAGE, 2019.
9. Sharma, Pradeep Kumar. Indian Constitution and Administration. New Century Publications, 2018.
10. Subhash C. Kashyap. Our Constitution: An Introduction to India's Constitution and Constitutional Law. National Book Trust, 2018.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the historical foundations, constitutional philosophy, salient features and institutional framework of the Constitution of India.	K2
CO2	Critically analyse Fundamental Rights, Directive Principles, Fundamental Duties, citizenship and constitutional remedies.	K4
CO3	Evaluate the powers, functions and relationships of the Union, State and judicial institutions within the constitutional framework.	K5
CO4	Apply constitutional principles to federalism, local government, constitutional bodies, accountability and democratic governance.	K3
CO5	Critically assess contemporary constitutional issues including amendments, emergencies, basic structure, rights, technology, environment and social justice.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	VALUE ADDED COURSE –I	Semester – I
CODE	SOCIAL AUDITING IN INDIA	Credits – 2

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, principles, evolution and significance of social audit as an instrument of democratic accountability and participatory governance.
- To critically examine the legal, institutional and administrative framework for social auditing in India, with particular reference to transparency, public expenditure and welfare programmes.
- To analyse the processes, tools and methodologies used in planning, conducting, documenting and following up social audits at different levels of government.
- To evaluate the role of citizens, Gram Sabhas, civil society organisations, social audit units, public officials and elected representatives in strengthening social accountability.
- To apply social audit principles to contemporary governance challenges involving digital transparency, public service delivery, welfare schemes, inclusion, corruption prevention and evidence-based accountability.

UNIT I – CONCEPTUAL FOUNDATIONS OF SOCIAL AUDITING

– Meaning, nature, scope and evolution of Social Audit – Social Audit and conventional financial, compliance and performance audits – Social accountability and participatory governance – Transparency, accountability and citizen oversight – Social audit as a democratic institution – Principles of inclusiveness, participation, evidence, verification and public disclosure – Social audit and good governance – Social audit, Right to Information and citizen-centric administration.

UNIT II – LEGAL AND INSTITUTIONAL FRAMEWORK IN INDIA

– Constitutional foundations of transparency and accountability – Right to Information Act, 2005 – Mahatma Gandhi National Rural Employment Guarantee Act and statutory social audit provisions – Role of Gram Sabha and Panchayati Raj Institutions – Social Audit Units and independent facilitation – Comptroller and Auditor General of India and audit institutions – Central and State Information Commissions – Vigilance and anti-corruption institutions – Ombudsman and grievance redressal mechanisms – State-specific social audit frameworks and administrative guidelines.

UNIT III – SOCIAL AUDIT PROCESS, METHODS AND TOOLS

– Planning and preparation of social audits – Stakeholder mapping and community mobilisation – Accessing official records and proactive disclosure – Verification of muster rolls, bills, vouchers, beneficiary lists and assets – Household verification and field inspection – Public hearings and Jan Sunwai – Evidence collection and documentation – Social audit reports and findings – Reading financial and administrative records – Use of digital platforms, GIS, MIS and open data – Follow-up action, recovery and corrective measures – Monitoring compliance with social audit findings.

UNIT IV – SOCIAL AUDIT IN DEVELOPMENT AND WELFARE PROGRAMMES

– Social audit of MGNREGA – Public Distribution System – Social security pensions – Housing and livelihood programmes – Health and nutrition schemes – Education and school development programmes – Water, sanitation and rural infrastructure – Urban welfare programmes – Local government finances and public works – Gender, caste, disability and inclusion dimensions – Community monitoring and social accountability in service delivery – Case studies of successful and challenging social audit practices across Indian States.

UNIT V – CONTEMPORARY ISSUES, CHALLENGES AND FUTURE OF SOCIAL AUDITING

– Administrative and political challenges to social audits – Capacity constraints, elite capture and exclusion – Retaliation, intimidation and protection of social audit participants – Quality, independence and institutionalisation of Social Audit Units – Coordination between auditors, communities and departments – Digital social audits and technology-enabled transparency – Data privacy and responsible disclosure – Artificial intelligence and analytics for anomaly detection –

Social audit and Sustainable Development Goals – Social accountability in urban governance – Strengthening citizen participation and future reforms in social auditing.

REFERENCES:

1. Goetz, Anne Marie, and Rob Jenkins. Reinventing Accountability: Making Democracy Work for Human Development. Palgrave Macmillan, 2005.
2. Fox, Jonathan A. Accountability Politics: Power and Voice in Rural Mexico. Oxford University Press, 2007.
3. Joshi, Anuradha. "Do They Work? Assessing the Impact of Transparency and Accountability Initiatives in Service Delivery." Development Policy Review, vol. 31, suppl. 1, 2013, pp. s29–s48.
4. Paul, Samuel. Holding the State to Account: Citizen Monitoring in Action. Books for Change, 2002.
5. McGee, Rosemary, and John Gaventa. "Review of Impact and Effectiveness of Transparency and Accountability Initiatives." Institute of Development Studies, 2011.
6. World Bank. Social Accountability: An Introduction to the Concept and Emerging Practice. World Bank, 2004.
7. Singh, S. K. Social Audit and Right to Information. Regal Publications, 2010.
8. Chaudhuri, S. Social Audit: A Tool for Social Accountability. Concept Publishing, 2015.
9. Ministry of Rural Development. The Mahatma Gandhi National Rural Employment Guarantee Act, 2005: Operational Guidelines. Government of India, latest edition.
10. Comptroller and Auditor General of India. Social Audit and Citizen Participation in Public Accountability. Government of India, relevant publications.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the concepts, principles, evolution and democratic significance of social auditing and social accountability.	K2
CO2	Critically analyse the legal, institutional and administrative framework governing social audits in India.	K4
CO3	Evaluate social audit methods, evidence, public hearings, documentation and follow-up mechanisms in public programmes.	K5
CO4	Apply social audit tools to assess transparency, participation, inclusion and service delivery in welfare and development programmes.	K3
CO5	Critically assess contemporary challenges and reforms in social auditing, including digital transparency, citizen protection and technology-enabled accountability.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - IV	Semester – II
CODE	INDIAN ADMINISTRATION (UPSC BASED)	Credits – 4

COURSE OBJECTIVES

- To provide an advanced and integrated understanding of the constitutional, institutional and administrative structure of India with specific relevance to the UPSC Civil Services Examination.
- To critically examine the Union, State and local administrative systems, constitutional bodies, civil services and public sector institutions in India.
- To analyse major administrative processes, centre–state relations, public policy, financial administration, regulatory institutions and mechanisms of accountability.
- To develop the ability to interpret contemporary administrative issues using constitutional provisions, committee recommendations, governance reforms and current institutional developments.
- To apply concepts of Indian Administration to UPSC-oriented analytical questions, case studies and contemporary governance challenges while developing critical administrative reasoning.

UNIT I – CONSTITUTIONAL AND ADMINISTRATIVE FOUNDATIONS OF INDIA

– Evolution of Indian Administration – Colonial legacy and national movement – Constitutional philosophy and administrative structure – Preamble, Fundamental Rights, Directive Principles and Fundamental Duties – Federal and unitary features – Parliamentary system – Rule of law and constitutionalism – Basic Structure doctrine – Union and State executive – President, Prime Minister and Council of Ministers – Cabinet Secretariat and Prime Minister’s Office – Role of the Governor and Chief Minister – UPSC-oriented constitutional interpretation and contemporary issues.

UNIT II – UNION AND STATE ADMINISTRATION

– Central Secretariat and ministries – Departmental organisation and allocation of business – Cabinet committees – Central agencies and attached/subordinate offices – NITI Aayog – Election Commission of India – Finance Commission – Comptroller and Auditor General – Central Vigilance Commission – Central Information Commission – National Human Rights Commission – Central Bureau of Investigation and other major agencies – State Secretariat – Directorate administration – District administration – District Collector and Superintendent of Police – Divisional administration – Changing role of district administration.

UNIT III – CIVIL SERVICES AND PERSONNEL ADMINISTRATION

– Evolution and classification of Indian Civil Services – All India Services, Central Civil Services and State Services – UPSC and State Public Service Commissions – Recruitment and competitive examinations – Training and capacity building – Probation and career development – Promotion, transfer and deputation – Performance appraisal – Civil service neutrality, anonymity and commitment – Code of Conduct and administrative ethics – Lateral entry and domain expertise – Mission Karmayogi and competency-based civil service capacity building – Civil service reforms and contemporary challenges.

UNIT IV – LOCAL GOVERNMENT, FINANCIAL ADMINISTRATION AND DEVELOPMENT

– 73rd and 74th Constitutional Amendments – Panchayati Raj Institutions and Urban Local Bodies – Gram Sabha and decentralisation – State Finance Commissions – Rural and urban development administration – Planning and development administration – Budgetary process in India – Parliamentary financial control – Public Accounts Committee, Estimates Committee and Committee on Public Undertakings – CAG and public audit – Tax administration and fiscal federalism – Welfare administration – Social justice and inclusive development.

UNIT V – GOVERNANCE, REFORMS AND CURRENT ADMINISTRATIVE ISSUES

– Centre–State relations: legislative, administrative and financial dimensions – Inter-State Council and cooperative/competitive federalism – Regulatory governance and independent regulators – Transparency, Right to Information and social audit – Citizen Charters and grievance redressal – E-governance and Digital Public Infrastructure – Direct Benefit Transfer and Aadhaar-enabled governance – Public policy implementation – Administrative reforms and major commission recommendations – Disaster and crisis administration – Environmental governance – Ethics, integrity and accountability – Artificial intelligence and emerging technologies in administration – Current contours of Indian Administration and UPSC case-study perspectives.

REFERENCES:

1. Maheshwari, S. R. Indian Administration. 6th ed., Orient BlackSwan, 2019.
2. Arora, Ramesh K., and Rajni Goyal. Indian Public Administration: Institutions and Issues. New Age International, 2019.
3. Fadia, B. L., and Kuldeep Fadia. Indian Administration. Sahitya Bhawan Publications, 2017.
4. Prasad, Ravindra, V. S. Prasad, and P. Satya Narayana, editors. Administrative Thinkers. Sterling Publishers, 2011.
5. Bhattacharya, Mohit. New Horizons of Public Administration. 8th ed., Jawahar Publishers & Distributors, 2018.
6. Laxmikanth, M. Indian Polity. 7th ed., McGraw Hill, 2023.
7. Sharma, Pradeep Kumar. Indian Administration and Governance. New Century Publications, 2020.
8. Chakrabarty, Bidyut, and Rajendra Kumar Pandey. Indian Government and Politics. SAGE Publications, 2019.
9. Raj, Kumar. Public Administration in India: The Higher Civil Services. Oxford University Press, 2018.
10. Shafritz, Jay M., Albert C. Hyde, and Sandra J. Parkes. Classics of Public Administration. 9th ed., Cengage Learning, 2017.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the constitutional foundations, structures and major institutions of Indian Administration.	K2
CO2	Critically analyse Union, State, district and local administrative systems and their intergovernmental relationships.	K4
CO3	Evaluate the organisation, recruitment, training, ethics, accountability and reform of Indian civil services.	K5
CO4	Apply knowledge of financial administration, decentralisation, development administration and governance mechanisms to contemporary Indian administrative issues.	K3
CO5	Synthesise constitutional, institutional and contemporary perspectives to analyse UPSC-oriented issues, administrative reforms and emerging governance challenges.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - V	Semester – II
CODE	ORGANIZATIONAL BEHAVIOUR	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, foundations, scope and interdisciplinary nature of Organizational Behaviour in public, private and non-profit organizations.
- To critically examine individual behaviour, personality, values, perception, attitudes, emotions, motivation and job satisfaction as determinants of organizational effectiveness.
- To analyse group dynamics, communication, leadership, power, politics, conflict, negotiation and team processes in contemporary organizations.
- To evaluate organizational structure, culture, decision-making, change, learning and development using major theories and behavioural approaches.
- To apply Organizational Behaviour concepts to contemporary workplace challenges including diversity, inclusion, employee well-being, digital work, ethics, innovation and organizational transformation.

UNIT I – FOUNDATIONS AND THEORIES OF ORGANIZATIONAL BEHAVIOUR

– Meaning, nature, scope and importance of Organizational Behaviour – Evolution of OB – Behavioural approach and interdisciplinary foundations – Contributions of psychology, sociology, social psychology, anthropology and political science – Models of Organizational Behaviour – Classical, human relations, behavioural, systems and contingency perspectives – Contributions of Chester Barnard, Herbert Simon, Mary Parker Follett, Chris Argyris, Douglas McGregor, Rensis Likert and Abraham Maslow – Contemporary challenges in organizational behaviour.

UNIT II – INDIVIDUAL BEHAVIOUR IN ORGANIZATIONS

– Foundations of individual behaviour – Personality and values – Personality determinants – Myers-Briggs Type Indicator and Big Five personality model – Perception and attribution – Attitudes and job satisfaction – Emotions and emotional intelligence – Learning and reinforcement – Motivation theories: Maslow, Herzberg, McGregor, McClelland, Vroom, Adams and Locke – Employee engagement – Work stress, burnout and resilience – Individual differences and workplace behaviour.

UNIT III – GROUP DYNAMICS, COMMUNICATION AND LEADERSHIP

– Groups and teams – Formal and informal groups – Stages of group development – Group norms, roles, status and cohesion – Team effectiveness – Group decision-making – Communication process and barriers – Organizational communication networks – Leadership theories: trait, behavioural, situational, contingency, path-goal, leader-member exchange and transformational leadership – Transactional and servant leadership – Power and politics – Conflict, negotiation and collaboration – Contemporary leadership challenges.

UNIT IV – ORGANIZATIONAL STRUCTURE, CULTURE AND CHANGE

– Organizational structure and design – Departmentalization, hierarchy, span of control and coordination – Mechanistic and organic structures – Organizational culture and climate – Subcultures and organizational values – Diversity and inclusion – Organizational politics – Decision-making and bounded rationality – Organizational learning and knowledge management – Organizational change – Lewin's model, Kotter's change framework and contemporary change approaches – Resistance to change – Organizational development and interventions.

UNIT V – CONTEMPORARY ORGANIZATIONAL BEHAVIOUR AND CURRENT CONTOURS

– Ethics and values in organizations – Employee voice and psychological safety – Workplace diversity, equity and inclusion – Gender and inclusive leadership – Remote and hybrid work – Digital workplaces and virtual teams – Artificial intelligence and automation at work – Employee well-being and work-life integration – Innovation, creativity and intrapreneurship – Sustainable and socially responsible organizations – Cross-cultural Organizational Behaviour – Future of work – Evidence-based management and emerging research trends.

REFERENCES:

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra. Organizational Behavior. 19th ed., Pearson, 2023.
2. Luthans, Fred, Brett C. Luthans, and Kyle W. Luthans. Organizational Behavior: An Evidence-Based Approach. 14th ed., Information Age Publishing, 2021.
3. McShane, Steven L., and Mary Ann Von Glinow. Organizational Behavior. 10th ed., McGraw Hill, 2024.
4. Newstrom, John W. Organizational Behavior: Human Behavior at Work. 14th ed., McGraw Hill, 2015.
5. Greenberg, Jerald. Behavior in Organizations. 11th ed., Pearson, 2011.
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7. George, Jennifer M., and Gareth R. Jones. Understanding and Managing Organizational Behavior. 7th ed., Pearson, 2012.
8. Daft, Richard L. Organization Theory and Design. 13th ed., Cengage Learning, 2021.
9. French, Wendell L., Cecil H. Bell, Jr., and Robert A. Zawacki, editors. Organization Development and Transformation: Managing Effective Change. 6th ed., McGraw Hill, 2005.
10. Herzberg, Frederick, Bernard Mausner, and Barbara Bloch Snyderman. The Motivation to Work. 2nd ed., John Wiley & Sons, 1959.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain major concepts, theories and interdisciplinary foundations of Organizational Behaviour.	K2
CO2	Critically analyse individual behaviour, personality, perception, attitudes, motivation, emotions and job satisfaction in organizations.	K4
CO3	Evaluate group dynamics, communication, leadership, power, conflict and team processes for effective organizational performance.	K5
CO4	Apply theories of organizational structure, culture, decision-making, learning, development and change to organizational situations.	K3
CO5	Critically assess contemporary Organizational Behaviour issues including diversity, digital work, artificial intelligence, employee well-being, ethics and future workplace trends.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - IV	Semester – II
CODE	PUBLIC POLICY IN INDIA	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, theories, approaches and institutional processes of public policy with particular reference to India.
- To critically examine policy formulation, agenda setting, implementation, monitoring and evaluation within the Indian constitutional and administrative system.
- To analyse the roles of political executives, legislatures, bureaucracy, judiciary, civil society, markets, media and citizens in the public policy process.
- To evaluate major Indian public policies in areas such as development, welfare, health, education, environment, economy and social justice using evidence-based approaches.
- To apply policy analysis tools to contemporary Indian policy challenges, emerging governance issues, digital transformation and sustainable development.

UNIT I – FOUNDATIONS AND THEORIES OF PUBLIC POLICY

– Meaning, nature, scope and significance of public policy – Public policy and public administration – Policy cycle – Policy environment and policy actors – Public and private policy – Models of policy-making: institutional, rational, incremental, group, elite, systems and mixed scanning approaches – Lasswell’s policy sciences – Easton’s systems approach – Multiple Streams Framework – Advocacy Coalition Framework – Punctuated Equilibrium Theory – Policy networks and governance – Evidence-based policy-making.

UNIT II – PUBLIC POLICY PROCESS IN INDIA

– Constitutional and institutional foundations of policy-making in India – Parliament and legislative policy – Union Executive, Cabinet and Cabinet Committees – Prime Minister’s Office and Cabinet Secretariat – Role of bureaucracy and civil services – NITI Aayog and policy coordination – State governments and intergovernmental policy processes – Judiciary and public policy – Role of political parties, interest groups, civil society, media and citizens – Federalism and policy coordination – Centre-State relations in policy implementation – Policy consultation and stakeholder participation.

UNIT III – POLICY FORMULATION, IMPLEMENTATION AND EVALUATION

– Agenda setting and problem identification – Policy formulation and alternatives – Policy instruments and regulatory choices – Cost-benefit and cost-effectiveness approaches – Public expenditure and policy priorities – Policy implementation theories – Top-down and bottom-up approaches – Street-level bureaucracy – Inter-organisational coordination – Monitoring and performance indicators – Impact assessment – Outcome budgeting – Social audit and citizen monitoring – Policy learning and feedback – Role of data, technology and evidence in policy evaluation.

UNIT IV – MAJOR PUBLIC POLICIES IN INDIA

– Economic and fiscal policy – Industrial and trade policy – Agriculture and food security policy – Education policy and human resource development – Public health and nutrition policy – Social security and poverty alleviation – Employment and livelihood policies – Gender and social justice policies – Policies for Scheduled Castes, Scheduled Tribes, Other Backward Classes, minorities and persons with disabilities – Urbanisation and housing policy – Rural development and Panchayati Raj – Environmental and climate policy – Disaster management policy – Digital governance and Digital Public Infrastructure.

UNIT V – CONTEMPORARY POLICY CHALLENGES AND CURRENT CONTOURS

– Policy reform and governance transformation – Cooperative and competitive federalism in policy delivery – Sustainable Development Goals and policy coherence – Climate change and green transition – Artificial intelligence, data governance and digital public policy – Privacy, cybersecurity and responsible technology – Behavioural public policy and nudges – Public-private partnerships – Regulatory governance – Transparency, Right to Information and accountability – Misinformation and policy communication – Policy challenges in inequality, migration, demographic change and urbanisation – Future directions of public policy in India.

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1. Dye, Thomas R. Understanding Public Policy. 15th ed., Pearson, 2017.
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COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain major concepts, theories, models and approaches used in the study and analysis of public policy.	K2
CO2	Critically analyse the institutional actors, constitutional processes and policy-making structures operating in India.	K4
CO3	Evaluate policy formulation, implementation, monitoring and evaluation using appropriate analytical and evidence-based approaches.	K5
CO4	Apply public policy concepts to major Indian policies and assess their implications for development, welfare, equity and governance.	K3
CO5	Critically assess emerging public policy challenges involving sustainability, technology, federalism, regulation, inclusion and democratic accountability.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	DISCIPLINE CENTRIC ELECTIVE COURSE - II	Semester – II
CODE	COMPARITIVE PUBLIC ADMINISTRATION	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the nature, scope, evolution and theoretical foundations of Comparative Public Administration.
- To critically examine comparative approaches, methods, ecological perspectives and analytical frameworks used to study administrative systems across countries.
- To analyse the relationship between political, social, economic and cultural environments and administrative structures and processes.
- To compare administrative institutions, bureaucracy, development administration, decentralisation, accountability and governance practices in selected developed and developing countries.
- To apply comparative analytical tools to contemporary administrative reforms, globalisation, digital governance, institutional change and emerging public administration challenges.

UNIT I – FOUNDATIONS AND EVOLUTION OF COMPARATIVE PUBLIC ADMINISTRATION

– Meaning, nature, scope and significance of Comparative Public Administration – Evolution of CPA – Comparative method in social sciences – Administration and environment – Traditional, institutional and behavioural approaches – Comparative administrative systems – Contributions of Robert A. Dahl, Herbert Simon and Dwight Waldo – Post-war development of CPA – Comparative Administration Group and the Ford Foundation – Critiques and contemporary relevance of CPA.

UNIT II – ECOLOGICAL AND DEVELOPMENTAL APPROACHES

– Ecological approach to administration – Fred W. Riggs and the ecological perspective – Fused, prismatic and diffracted societies – Prismatic society and Sala model – Formalism, heterogeneity and overlapping – Agraria and Industria models – Development administration and administrative development – Riggsian framework and its criticisms – Culture, technology, economy and political institutions as environmental variables – Contemporary ecological and institutional perspectives.

UNIT III – COMPARATIVE ADMINISTRATIVE SYSTEMS

– Comparative study of administrative systems in the United Kingdom, United States, France, Germany and Switzerland – Parliamentary and presidential administrative systems – Centralisation and decentralisation – Civil service systems and recruitment – Executive–legislative relationships – Bureaucratic organisation and administrative accountability – Comparative judicial and regulatory institutions – Administrative traditions and institutional capacity – Lessons for administrative reform.

UNIT IV – DEVELOPING COUNTRIES, DEVELOPMENT ADMINISTRATION AND GOVERNANCE

– Administrative systems in developing countries – Colonial legacy and post-colonial administration – Development administration and administrative capacity – Bureaucracy and nation-building – Political instability and administrative change – Comparative study of India, China, Singapore, Japan and selected African countries – Decentralisation and local governance – Public sector reforms – New Public Management – Good governance and social accountability – Civil society and participatory administration – Comparative public policy implementation.

UNIT V – GLOBALISATION, REFORMS AND CURRENT CONTOURS OF CPA

– Globalisation and transformation of public administration – New Public Management, New Public Governance and post-NPM reforms – Comparative regulatory governance – Digital-era governance

and smart administration – Artificial intelligence and data-driven government – Comparative e-governance and digital public services – Sustainability and environmental governance – Crisis and disaster administration – Administrative resilience – Comparative anti-corruption and integrity systems – Policy transfer and lesson-drawing – Future directions and contemporary relevance of Comparative Public Administration.

REFERENCES:

1. Riggs, Fred W. Administration in Developing Countries: The Theory of Prismatic Society. Houghton Mifflin, 1964.
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10. Jreisat, Jamil E. Comparative Public Administration and Policy. Westview Press, 2002.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the evolution, concepts, approaches, methods and theoretical foundations of Comparative Public Administration.	K2
CO2	Critically analyse ecological, institutional, behavioural and developmental approaches to comparative administrative systems.	K4
CO3	Compare administrative structures, civil services, decentralisation, accountability and governance practices across selected countries.	K5
CO4	Apply comparative frameworks to analyse administrative development, reform, capacity and governance in developing countries.	K3
CO5	Critically evaluate contemporary comparative administrative trends involving globalisation, digital governance, sustainability, integrity and institutional transformation.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	GENERIC ELECTIVE COURSE - II	Semester – II
CODE	NGO ADMINISTRATION	Credits – 3

COURSE OBJECTIVES

- To develop an advanced understanding of the concept, evolution, nature, types and significance of Non-Governmental Organizations in public administration and development.
- To critically examine the legal, institutional, organizational and governance frameworks governing NGOs and civil society organizations in India.
- To analyse NGO management functions including strategic planning, human resource management, financial administration, fundraising, communication, networking and project management.
- To evaluate the role of NGOs in development, social justice, welfare delivery, community participation, advocacy, policy processes, disaster response and sustainable development.
- To apply contemporary approaches to NGO governance, accountability, social impact, digital transformation, partnerships and ethical management.

UNIT I – FOUNDATIONS, EVOLUTION AND ROLE OF NGOS

– Meaning, nature, scope and characteristics of NGOs – Civil society and voluntary action – Historical evolution of voluntary organizations in India – Types of NGOs: charitable organizations, trusts, societies, Section 8 companies and community-based organizations – NGOs, CSOs and social movements – Role of NGOs in democracy, development and social change – NGO–Government relationship – NGO–market and community relationships – Theories of civil society and voluntary action – Changing role of NGOs in governance and development.

UNIT II – LEGAL, INSTITUTIONAL AND GOVERNANCE FRAMEWORK

– Legal framework for NGOs in India – Societies Registration framework – Indian Trusts framework – Companies Act and Section 8 companies – Foreign Contribution Regulation Act and compliance – Income Tax provisions and tax exemptions – Registration, documentation and statutory reporting – Governance structure of NGOs – Governing body, board and executive leadership – Roles and responsibilities of trustees and directors – Internal controls – Transparency, disclosure and accountability – Ethical standards – Regulatory institutions and contemporary legal developments.

UNIT III – NGO MANAGEMENT AND ADMINISTRATION

– Strategic management in NGOs – Vision, mission and organizational objectives – Organizational structure and delegation – Human resource planning and volunteer management – Recruitment, training, performance appraisal and staff development – Leadership and organizational culture – Financial management and budgeting – Accounting, audit and internal controls – Fundraising and resource mobilization – Grant management – Proposal writing – Project planning and management – Monitoring and evaluation – Risk management – Communication, branding and stakeholder management.

UNIT IV – NGOS, DEVELOPMENT AND PUBLIC POLICY

– NGOs and participatory development – Poverty alleviation and livelihood promotion – Education, health and nutrition – Gender and social empowerment – Human rights and social justice – Rural and urban development – Environment and climate action – Disaster management and humanitarian response – Child rights and vulnerable groups – Community organization and capacity building – Advocacy and policy influence – Social audit and citizen participation – NGO role in implementation of government programmes – Public–NGO partnerships – Corporate Social Responsibility and NGO collaboration – Sustainable Development Goals.

UNIT V – CONTEMPORARY NGO GOVERNANCE AND CURRENT CONTOURS

– Good governance and NGO accountability – Social impact assessment and outcome measurement – Theory of Change and results-based management – Evidence-based development practice – Digital NGOs and technology-enabled administration – Digital fundraising and communication – Data protection, cybersecurity and responsible technology – Artificial intelligence and development organizations – Social entrepreneurship and hybrid organizations – Network governance and multi-stakeholder partnerships – International development cooperation – Localization of development – Ethical fundraising and safeguarding – Crisis

resilience and organizational sustainability – Future of NGOs in democratic governance and sustainable development.

REFERENCES:

1. Edwards, Michael, and David Hulme, editors. Non-Governmental Organisations—Performance and Accountability: Beyond the Magic Bullet. Earthscan, 1995.
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4. Clarke, Gerard. The Politics of NGOs in South-East Asia: Participation and Protest in the Philippines. Routledge, 1998.
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9. Choudhury, Enamul, and R. S. S. Singh. NGO Management and Development Practice. New Century Publications, 2015.
10. Fernando, Jude L., editor. The Political Economy of NGOs in South Asia. Routledge, 2011

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the concepts, evolution, types, functions and significance of NGOs and civil society organizations in governance and development.	K2
CO2	Critically analyse the legal, institutional, governance, accountability and regulatory frameworks governing NGOs in India.	K4
CO3	Evaluate NGO management practices involving human resources, finance, fundraising, project management, communication and monitoring.	K5
CO4	Apply NGO administration concepts to development, social justice, public policy, community participation, disaster response and SDG-oriented programmes.	K3
CO5	Critically assess contemporary NGO governance issues involving social impact, digital transformation, ethical accountability, partnerships and organizational sustainability.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	SKILL ENHANCEMENT COURSE - II	Semester – II
CODE	CORPORATE GOVERNANCE	Credits – 2

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, principles, evolution and theoretical foundations of Corporate Governance.
- To critically examine corporate ownership, board structures, managerial accountability, stakeholder relationships and governance mechanisms.
- To analyse the legal, regulatory and institutional framework of Corporate Governance in India with reference to the Companies Act, SEBI regulations and related institutions.
- To evaluate corporate accountability, transparency, ethics, risk management, sustainability, corporate social responsibility and stakeholder protection.
- To apply contemporary Corporate Governance principles to emerging issues such as ESG, digital transformation, artificial intelligence, cyber risk, responsible investment and sustainable business.

UNIT I – FOUNDATIONS AND THEORIES OF CORPORATE GOVERNANCE

– Meaning, nature, scope and significance of Corporate Governance – Evolution of corporate governance – Separation of ownership and control – Agency theory – Stewardship theory – Stakeholder theory – Resource dependence theory – Transaction cost theory – Institutional and legitimacy perspectives – Corporate governance models: Anglo-American, German, Japanese and emerging-market models – Principles of accountability, transparency, fairness and responsibility – Governance and organizational performance.

UNIT II – CORPORATE STRUCTURE, BOARD AND MANAGEMENT

– Corporate ownership structures – Shareholders and institutional investors – Board of Directors: composition, roles and responsibilities – Executive and non-executive directors – Independent directors – Board committees – Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee and CSR Committee – CEO and managerial accountability – Board evaluation – Succession planning – Executive compensation – Related-party transactions – Minority shareholder protection – Corporate decision-making and internal governance.

UNIT III – CORPORATE GOVERNANCE IN INDIA: LEGAL AND REGULATORY FRAMEWORK

– Evolution of Corporate Governance in India – Companies Act, 2013 – SEBI and securities-market regulation – SEBI Listing Obligations and Disclosure Requirements – Role of Ministry of Corporate Affairs – Registrar of Companies and Serious Fraud Investigation Office – National Company Law Tribunal and appellate mechanisms – Corporate disclosures and reporting – Secretarial standards – Independent directors and key managerial personnel – Whistle-blower mechanisms – Prevention and detection of corporate fraud – Corporate governance codes and major reform committees – Contemporary regulatory developments.

UNIT IV – ACCOUNTABILITY, ETHICS, RISK AND CORPORATE SOCIAL RESPONSIBILITY

– Corporate accountability and transparency – Business ethics and ethical leadership – Corporate fraud and financial misconduct – Internal control and internal audit – Statutory audit and audit independence – Risk management and enterprise risk management – Compliance management – Whistle-blowing and protection mechanisms – Corporate Social Responsibility under Indian law – CSR policy, implementation and impact assessment – Stakeholder engagement – Human rights and responsible business – Environmental and social responsibility – Sustainability reporting and integrated reporting.

UNIT V – CONTEMPORARY CORPORATE GOVERNANCE AND CURRENT CONTOURS

– Environmental, Social and Governance (ESG) – Responsible investment and stewardship – Business sustainability and climate governance – Digital corporate governance – Cybersecurity and data governance – Artificial intelligence and board-level oversight – Technology-enabled compliance – Platform and digital-economy governance – Corporate governance in multinational corporations – Global governance standards and convergence – Corporate resilience and crisis governance – Diversity, equity and inclusion on boards – Stakeholder capitalism – Greenwashing and governance risks – Future of Corporate Governance in India and globally.

REFERENCES:

1. Tricker, Bob. Corporate Governance: Principles, Policies, and Practices. 4th ed., Oxford University Press, 2019.
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COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the concepts, theories, principles and institutional foundations of Corporate Governance.	K2
CO2	Critically analyse corporate ownership, board structures, managerial accountability and stakeholder relationships.	K4
CO3	Evaluate the Indian legal and regulatory framework governing companies, securities markets, disclosure, audit and corporate accountability.	K5
CO4	Apply governance principles to ethical leadership, risk management, CSR, sustainability and stakeholder protection.	K3
CO5	Critically assess emerging Corporate Governance issues involving ESG, technology, artificial intelligence, cybersecurity, responsible investment and sustainable business.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	NON-MAJOR ELECTIVE COURSE - I	Semester – II
CODE	PRINCIPLES OF PUBLIC ADMINISTRATION	Credits – 2

COURSE OBJECTIVES

- To develop an advanced understanding of the nature, scope, evolution and significance of Public Administration as a field of study and practice.
- To critically examine classical, neo-classical, behavioural, systems, ecological and contemporary principles of organization and administration.
- To analyse major principles relating to hierarchy, span of control, unity of command, coordination, delegation, authority, responsibility and accountability.
- To evaluate organizational structures, administrative processes, leadership, decision-making and control mechanisms in public institutions.
- To apply contemporary principles of governance, public value, digital administration, ethics, innovation and administrative reform to public organizations.

UNIT I – FOUNDATIONS AND EVOLUTION OF PUBLIC ADMINISTRATION

– Meaning, nature, scope and significance of Public Administration – Public Administration as an art, science and social process – Public and private administration – Evolution of the discipline – Politics–Administration relationship – Woodrow Wilson and the study of administration – Scientific Management – Classical and administrative management approaches – Luther Gulick and Lyndall Urwick – POSDCORB – Contributions and limitations of classical principles.

UNIT II – PRINCIPLES OF ORGANIZATION AND ADMINISTRATIVE STRUCTURE

– Organization: meaning, nature, types and principles – Hierarchy – Span of control – Unity of command – Division of work and specialization – Authority, responsibility and accountability – Delegation and decentralization – Centralization and deconcentration – Coordination – Line, staff and auxiliary agencies – Departmentalization – Formal and informal organization – Committees, boards, commissions and public enterprises – Organizational design and institutional capacity.

UNIT III – HUMAN RELATIONS, BEHAVIOURAL AND DECISION-MAKING PRINCIPLES

– Human Relations approach – Elton Mayo and Hawthorne studies – Mary Parker Follett: coordination, leadership and constructive conflict – Chester Barnard: authority, cooperation and organization – Herbert Simon: bounded rationality and decision-making – Motivation and organizational behaviour – Maslow, McGregor and Herzberg – Communication in organizations – Leadership and group dynamics – Administrative behaviour – Critique of universal administrative principles.

UNIT IV – SYSTEMS, ECOLOGICAL AND CONTEMPORARY PRINCIPLES

– Systems approach to administration – Organization as an open system – Input, process, output and feedback – Ecological approach – Fred W. Riggs and administrative ecology – Administrative culture and environment – Comparative perspectives – Development administration – Administrative development – New Public Administration – New Public Management – New Public Governance – Public value and network governance – Accountability, transparency and responsiveness.

UNIT V – CURRENT CONTOURS AND PRINCIPLES OF MODERN PUBLIC ADMINISTRATION

– Good governance and citizen-centric administration – Ethical principles and integrity in public service – Transparency and Right to Information – Social accountability and citizen participation – Evidence-based administration – Performance management and outcome orientation – Digital-era governance and e-administration – Artificial intelligence and data-driven public services –

Innovation and change management – Resilience and crisis administration – Sustainable development and green administration – Inclusion, diversity and equity – Administrative reforms and future directions.

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1. Henry, Nicholas. Public Administration and Public Affairs. 13th ed., Routledge, 2018.
2. Shafritz, Jay M., Albert C. Hyde, and David H. Rosenbloom, editors. Classics of Public Administration. 8th ed., Cengage Learning, 2017.
3. Rosenbloom, David H., Robert S. Kravchuk, and Richard M. Clerkin. Public Administration: Understanding Management, Politics, and Law in the Public Sector. 9th ed., Routledge, 2022.
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9. Arora, Ramesh K., and Rajni Goyal. Indian Public Administration: Institutions and Issues. New Age International, 2019.
10. Maheshwari, S. R. Administrative Thinkers. Macmillan, 2014.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the evolution, nature, scope and major principles and approaches of Public Administration.	K2
CO2	Critically analyse classical and contemporary principles of organization, authority, coordination, delegation and administrative structure.	K4
CO3	Evaluate human relations, behavioural, systems and ecological perspectives and their contribution to administrative practice.	K5
CO4	Apply administrative principles to organizational design, decision-making, leadership, accountability and public service delivery.	K3
CO5	Critically assess contemporary principles of governance, ethics, digital administration, innovation, sustainability and administrative reform.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - VII	Semester – III
CODE	PUBLIC FINANCIAL ADMINISTRATION	Credits – 4

COURSE OBJECTIVES

- To develop an advanced understanding of the concepts, principles, scope and institutional framework of Public Financial Administration in India.
- To critically examine the budgetary process, fiscal policy, public expenditure, taxation, public debt and intergovernmental fiscal relations.
- To analyse the constitutional, parliamentary, executive and audit mechanisms governing public finance and financial accountability.
- To evaluate contemporary public financial management practices including performance budgeting, outcome budgeting, fiscal responsibility, digital finance and public procurement.
- To apply public finance concepts and analytical tools to contemporary challenges of fiscal sustainability, transparency, accountability, inclusive development and financial governance.

UNIT I – FOUNDATIONS OF PUBLIC FINANCIAL ADMINISTRATION

– Meaning, nature, scope and significance of Public Financial Administration – Public finance and public financial management – Principles of sound financial administration – Fiscal policy and economic policy – Functions of public finance: allocation, distribution and stabilization – Public revenue, public expenditure and public borrowing – Financial administration in a democratic system – Constitutional foundations of public finance in India – Union, State and local public finance – Role of Ministry of Finance and financial institutions.

UNIT II – BUDGETARY ADMINISTRATION IN INDIA

– Meaning, types and principles of public budget – Budget as an instrument of fiscal policy and development – Budget cycle: preparation, legislative approval, execution and audit – Budget formulation in India – Role of Ministry of Finance, Department of Expenditure and line ministries – Parliamentary control over public expenditure – Vote on Account, supplementary demands, excess grants and appropriation – Performance budgeting, programme budgeting, zero-based budgeting and outcome budgeting – Gender budgeting and child budgeting – Medium-Term Expenditure Framework – Fiscal Responsibility and Budget Management framework – Budget transparency and citizen participation.

UNIT III – PUBLIC REVENUE, TAXATION AND PUBLIC DEBT

– Sources of public revenue – Tax and non-tax revenue – Direct and indirect taxation – Principles of taxation – Tax administration and tax compliance – Goods and Services Tax and GST Council – Fiscal federalism and tax devolution – Finance Commission – Grants-in-aid – Centre–State financial relations – Local government finance – Public debt: internal and external debt – Debt management – Deficit financing – Fiscal deficit, revenue deficit and primary deficit – Debt sustainability – Role of Reserve Bank of India in public debt and monetary–fiscal coordination.

UNIT IV – PUBLIC EXPENDITURE, ACCOUNTING, AUDIT AND FINANCIAL CONTROL

– Classification and growth of public expenditure – Principles and determinants of public expenditure – Expenditure management – Public procurement and financial rules – Government accounting system – Treasury administration – Financial reporting – Internal financial control – Internal audit – Comptroller and Auditor General of India: constitutional position, powers, functions and responsibilities – Legislative committees: Public Accounts Committee, Estimates Committee and Committee on Public Undertakings – Social audit and citizen oversight – Transparency, Right to Information and financial accountability – Financial irregularities and corrective mechanisms.

UNIT V – CONTEMPORARY PUBLIC FINANCIAL MANAGEMENT AND CURRENT CONTOURS

– New Public Financial Management – Fiscal transparency and accountability – Fiscal rules and medium-term fiscal frameworks – Outcome and performance-based financial management – Public–Private Partnerships and contingent liabilities – Public investment management – Climate finance and green budgeting – Sustainable Development Goals and public expenditure – Digital public finance and technology-enabled treasury systems – Direct Benefit Transfer and digital payments – Data analytics and artificial intelligence in financial administration – Public procurement platforms and e-governance – Financial inclusion – Fiscal risks, economic shocks and resilience – Future directions of public financial administration in India.

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2. Rosen, Harvey S., and Ted Gayer. Public Finance. 10th ed., McGraw-Hill Education, 2014.
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9. Bagchi, Amaresh, editor. Readings in Public Finance. Oxford University Press, 2005.
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COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain the concepts, principles, institutions and constitutional foundations of Public Financial Administration.	K2
CO2	Critically analyse the budgetary process, fiscal policy, public expenditure and parliamentary financial control in India.	K4
CO3	Evaluate taxation, public debt, fiscal federalism and intergovernmental financial relations using appropriate public finance concepts.	K5
CO4	Apply principles of accounting, auditing, procurement, expenditure management and financial accountability to public sector administration.	K3
CO5	Critically assess contemporary public financial management issues involving fiscal sustainability, digital finance, climate budgeting, transparency and financial resilience.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - VIII	Semester – III
CODE	LOCAL GOVERNMENT ADMINISTRATION	Credits – 4

COURSE OUTCOMES:

- Trace and evaluate the historical evolution and constitutional framework of local governance in India, analyzing the impact of the 73rd and 74th Constitutional Amendment Acts.
- Examine the organizational, administrative, and institutional structures of rural (Panchayati Raj) and urban local self-government institutions.
- Critically analyze fiscal decentralization, local financial administration, revenue autonomy, and the operational dynamics of State Finance Commissions.
- Assess issues of social inclusion, participatory democracy, institutional challenges, leadership patterns, and grassroot-level politics in local administration.
- Evaluate modern reforms, digital governance strategies (e-Governance), smart urban management, and multi-tier intergovernmental relationships.

Unit 1: Evolution & Theoretical Framework of Local Governance

Historical antecedents: Local governance in ancient, medieval, and British colonial India; Lord Ripon's Resolution of 1882. Post-Independence developments: Community Development Programme (1952); Balwant Rai Mehta Committee (1957); Ashok Mehta Committee (1978); G.V.K. Rao and L.M. Singhvi Committees. Constitutionalization: Democratic decentralization theory; passage and spirit of the 73rd and 74th Constitutional Amendment Acts; Article 243 framework.

Unit 2: Rural Local Governance (Panchayati Raj Institutions - PRIs)

Three-Tier Structure: Gram Sabha and Gram Panchayat (village level), Panchayat Samiti (block level), Zilla Parishad (district level) — composition, functions, and executive powers. Panchayat Administration: Role of District Collector, Block Development Officer (BDO), and Panchayat Secretary; administrative relationships between elected representatives and civil servants. Decentralized Planning: District Planning Committees (DPCs); Gram Panchayat Development Plan (GPDP); PESA Act, 1996 (Provisions on the Scheduled Areas) and tribal self-rule.

Unit 3: Urban Local Governance (Urban Local Bodies - ULBs)

Urbanization in India: Trends, challenges, and municipal administration patterns. Institutional Typology: Municipal Corporations, Municipal Councils, Nagar Panchayats, Cantonment Boards, and Special Purpose Agencies. Structure & Leadership: Mayor, Municipal Commissioner, Standing Committees, and Ward Committees; political vs. executive leadership dynamics. Urban Planning & Management: Metropolitan Planning Committees (MPCs), urban infrastructure, service delivery, and smart city initiatives.

Unit 4: Fiscal Federalism & Financial Administration

Sources of Local Revenue: Internal resources (taxes, fees, user charges) vs. external resources (grants-in-aid, shared taxes). Institutional Mechanisms: Role and functioning of Union Finance Commission and State Finance Commissions (SFCs) in local resource allocation. Financial Challenges: Municipal bonds, land-based financing, public-private partnerships (PPPs), fiscal autonomy vs. dependency on state transfers, auditing and financial oversight.

Unit 5: Contemporary Issues, Digital Governance & Democratic Engagement

Social Inclusion & Empowerment: Reservation for Women, Scheduled Castes (SCs), Scheduled Tribes (STs), and Other Backward Classes (OBCs) — impact on grassroots leadership. Participatory Governance: Role of Civil Society Organizations (CSOs), Self-Help Groups (SHGs), and citizen participation in Gram/Ward Sabhas. Innovations & Governance Reforms: e-Governance in local bodies (e-Panchayat, Smart Governance), transparency, accountability, Right to Information (RTI), Social Audit, and institutional bottlenecks.

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1. Baviskar, B. S., and George Mathew, editors. *Inclusion and Exclusion in Local Governance: Field Studies from Rural India*. Sage Publications, 2009.
2. Chakrabarty, Bidyut, and Rajendra Kumar Pandey. *Local Governance in India*. Sage Publications, 2019.
3. Jha, S. N., and P. C. Mathur, editors. *Decentralization and Local Politics in India*. Sage Publications, 1999.
4. Maheshwari, Shriram. *Local Government in India*. Lakshmi Narain Agarwal, 2008.
5. Mathew, George. *Status of Panchayati Raj in the States and Union Territories of India*. Concept Publishing Company, 2013.
6. Oommen, M. A. *Fiscal Decentralisation and Local Governance in India*. Institute of Social Sciences, 2008.
7. Palanithurai, G. *Dynamics of New Panchayati Raj System in India*. Concept Publishing Company, 2002.
8. Sivaramakrishnan, K. C. *Re-visioning the Urban Local Bodies in India*. Oxford UP, 2011.
9. Singh, Sahib, and Swinder Singh. *Local Government in India*. New Academic Publishing Company, 2018.
10. Venkatesan, V. *Institutionalizing Panchayati Raj in India*. Institute of Social Sciences, 2002.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Analyze theoretical and constitutional foundations of decentralization.	K2
CO2	Demonstrate thorough knowledge of PRIs and ULBs structures.	K4
CO3	Evaluate local financial administration and SFC mechanisms.	K5
CO4	Assess socia-political dynamics and social inclusion in grassroots administration.	K3
CO5	Formulate strategies for digital.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - IX	Semester – III
CODE	RESEARCH METHODOLOGY	Credits – 4

COURSE OUTCOMES:

- Understand and evaluate the philosophical foundations, epistemological paradigms, and theoretical frameworks underlying social science research.
- Formulate research problems, articulate testable hypotheses, and construct rigorous qualitative, quantitative, and mixed-methods research designs.
- Apply appropriate sampling techniques and data collection instruments, including surveys, interviews, observations, and archival research.
- Analyze quantitative and qualitative data using appropriate statistical techniques, software tools (e.g., SPSS/R/NVivo), and thematic analysis methods.
- Develop scholarly research proposals, master academic writing and referencing standards, and uphold ethical principles in social scientific inquiries.

Unit 1: Philosophical Foundations & Research Fundamentals

Scientific Inquiry & Social Sciences: Nature, scope, and objectivity in social research; distinction between natural and social sciences. Epistemological & Ontological Paradigms: Positivism, Post-Positivism, Interpretivism, Constructivism, Critical Theory, and Feminist Methodology. Logic of Inquiry: Inductive vs. Deductive reasoning; building theories and conceptual models; concepts, variables (independent, dependent, intervening), and operationalization.

Unit 2: Research Design Formulation & Literature Review

Problem Identification: Selecting research topics, defining scope, framing research questions and objectives. Hypothesis Formulation: Types of hypotheses (Null, Alternative, Directional); criteria for usable hypotheses. Review of Literature: Purpose, systematic search strategies, synthesis techniques, identifying research gaps, and theoretical frameworks. Types of Research Design: Exploratory, Descriptive, Explanatory, Experimental, Quasi-Experimental, Longitudinal, and Cross-Sectional designs.

Unit 3: Sampling & Data Collection Methods

Sampling Logic & Design: Census vs. Sample; probability sampling (Simple Random, Stratified, Cluster, Systematic) vs. non-probability sampling (Purposive, Quota, Snowball); determining sample size and sampling error. Quantitative Data Collection: Structured Questionnaires, Schedules, Scaling Techniques (Likert, Thurstone, Guttman), and standardized surveys. Qualitative Data Collection: In-depth Interviews, Focus Group Discussions (FGDs), Participant and Non-Participant Observation, Case Studies, and Oral History.

Unit 4: Data Processing, Analysis & Software Tools

Quantitative Analysis: Data cleaning, coding, frequency distribution, measures of central tendency and dispersion. Inferential Statistics: Parametric and Non-parametric tests — Chi-Square, t-tests, ANOVA, Pearson/Spearman Correlation, and Regression Analysis. Qualitative Data Analysis: Content Analysis, Thematic Analysis, Discourse Analysis, and Grounded Theory approach. Statistical Packages: Introduction to SPSS/R for quantitative data and NVivo/Atlas.ti for qualitative analysis.

Unit 5: Academic Writing, Ethics & Proposal Construction

Research Ethics: Informed consent, anonymity, confidentiality, conflict of interest, institutional review boards (IRB), avoiding misconduct. Plagiarism & Academic Integrity: Types of plagiarism, detection software (Turnitin/Ouriginal), copyright and fair use. Report Writing & Structure:

Components of a thesis/dissertation, writing research papers, style guides, citation styles (MLA 9th Edition, APA, Chicago). Proposal Construction: Crafting a grant/Ph.D. research proposal and presenting scientific findings.

REFERENCES:

1. Babbie, Earl. *The Practice of Social Research*. 15th ed., Cengage Learning, 2021.
2. Bryman, Alan. *Social Research Methods*. 5th ed., Oxford UP, 2016.
3. Creswell, John W., and J. David Creswell. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 6th ed., Sage Publications, 2022.
4. Denzin, Norman K., and Yvonna S. Lincoln, editors. *The Sage Handbook of Qualitative Research*. 5th ed., Sage Publications, 2018.
5. Field, Andy. *Discovering Statistics Using IBM SPSS Statistics*. 5th ed., Sage Publications, 2018.
6. Goode, William J., and Paul K. Hatt. *Methods in Social Research*. McGraw-Hill, 1952.
7. Kothari, C. R., and Gaurav Garg. *Research Methodology: Methods and Techniques*. 4th ed., New Age International Publishers, 2019.
8. Neuman, W. Lawrence. *Social Research Methods: Qualitative and Quantitative Approaches*. 8th ed., Pearson, 2020.
9. Punch, Keith F. *Introduction to Social Research Quantitative and Qualitative Approaches*. 3rd ed., Sage Publications, 2014.
10. Silverman, David. *Doing Qualitative Research*. 5th ed., Sage Publications, 2021.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Analyze philosophical paradigms and epistemological frameworks.	K2
CO2	Formulate research designs, hypotheses and systematic literature reviews.	K4
CO3	Apply probability and non-probability sampling and data collection methods.	K5
CO4	Execute statistical inference and qualitative thematic analysis using software.	K3
CO5	Construct scholarly research proposals and uphold academic research ethics.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	DISCIPLINE CENTRIC ELECTIVE COURSE – III	Semester – III
CODE	POLICE ADMINISTRATION	Credits – 4

COURSE OUTCOMES:

- Trace and evaluate the historical evolution, constitutional status, and legal foundations governing police administration in India.
- Examine the institutional structure, administrative hierarchy, and operational roles of state police organizations and Central Armed Police Forces (CAPFs).
- Critically analyze legal frameworks, investigation procedures, criminal justice interactions, and human rights safeguards in law enforcement.
- Evaluate police reform trajectories, national commission recommendations, landmark judicial directives (Prakash Singh judgment), and accountability mechanisms.
- Assess contemporary challenges in law enforcement, including community policing, cybercrime, intelligence gathering, and smart policing technologies.

Unit 1: Evolution & Legal Framework of Indian Police

Historical Antecedents: Police administration in ancient and medieval India; British colonial system and Police Act of 1861. Constitutional Framework: Law and order under Seventh Schedule (State List); role of Union Ministry of Home Affairs and State Home Departments. Statutory & Legal Foundations: Bharatiya Nagarik Suraksha Sanhita (BNSS) / CrPC, Bharatiya Nyaya Sanhita (BNS) / IPC, and State Police Acts.

Unit 2: Organizational Structure & Administration

State Police Structure: Hierarchy from Director General of Police (DGP) to Police Constable; Police Range, District Administration, Sub-Divisions, and Police Stations. Urban Policing: Dual System vs. Police Commissionerate System; structure and executive powers of Municipal Police Commissioners. Central Law Enforcement Agencies: Intelligence Bureau (IB), Central Bureau of Investigation (CBI), National Investigation Agency (NIA), and Central Armed Police Forces (CRPF, BSF, CISF, ITBP, SSB).

Unit 3: Police Operations, Human Rights & Custodial Justice

Operational Functions: Crime prevention, criminal investigation, maintaining public order, traffic control, and VVIP security. Human Rights & Accountability: Constitutional guarantees, custodial violence, encounter deaths, National/State Human Rights Commissions (NHRC/SHRC). Internal Accountability: Departmental inquiries, Vigilance Commissions, and Police Complaints Authorities at state/district levels.

Unit 4: Police Reforms & Judicial Directives

Commissions & Committees: National Police Commission (1977-81), Ribeiro Committee (1998), Padmanabhaiah Committee (2000), and Malimath Committee (2003). Landmark Judicial Directives: Supreme Court judgment in Prakash Singh v. Union of India (2006) — 7 binding directives on police autonomy and accountability. Model Police Act: Drafting of the Model Police Act (2006) and state-level legislative implementation.

Unit 5: Modernization, Technology & Community Policing

SMART Policing Concept: Strict & Sensitive, Modern & Mobile, Alert & Accountable, Reliable & Responsive, Trained & Techno-savvy. Technology in Policing: Crime and Criminal Tracking Network & Systems (CCTNS), Artificial Intelligence, Predictive Policing, Cyber Crime Units, and Surveillance Systems. Community & Inclusive Policing: Citizen-police partnerships, Friends of Police, Janamaithri Suraksha, Special Police Units for Women and Children, and Public Relations.

REFERENCES:

1. Alexander, P. J. *Police Administration in India*. Christina Publishers, 2002.
2. Chaturvedi, J. C. *Police Administration and Investigation*. Crescent Publishing Corporation, 2007.
3. Gupta, Anandswarup. *The Police in British India: 1861-1947*. Vikas Publishing House, 1979.
4. Mathur, K. M. *Police, Human Rights and Internal Security*. Gyan Publishing House, 1996.
5. Nath, Trilok. *The Police in India*. Sterling Publishers, 1978.
6. Raghavan, R. K. *Indian Police: Problems and Prospects*. Manohar Publishers, 1999.
7. Saha, B. P. *Indian Police: Legacy and Quest for Reform*. M.D. Publications, 1997.
8. Sharma, P. D. *Police and Political Order in India*. Research Publications, 1984.
9. Singh, Prakash. *The Lawless State: Crimes, Corruption and Policing in India*. Rupa & Co., 2012.
10. Vadackumchery, James. *Police Administration and Human Rights*. APH Publishing Corporation, 2008.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Evaluate historical and constitutional foundations of police law.	K2
CO2	Analyze police hierarchies, Commissionerates and CAPFs structures	K4
CO3	Critique human rights safeguards, custodial justice and legal procedures.	K5
CO4	Assess police commission reforms and judicial mandates (Prakash Singh)	K3
CO5	Formulate strategies for SMART policing, CCTNS and community policing.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	GENERIC ELECTIVE COURSE - III	Semester – III
CODE	HUMAN RESOURCE MANAGEMENT	Credits – 3

COURSE OUTCOMES:

- Critically evaluate the strategic role of Strategic Human Resource Management (SHRM) and human capital planning in achieving organizational competitive advantage.
- Design and apply contemporary talent acquisition, job analysis, competency modeling, and selection frameworks across diverse industry sectors.
- Formulate comprehensive Human Resource Development (HRD), performance management, and career development programs.
- Analyze compensation frameworks, total reward strategies, statutory employee benefits, and industrial relations systems.
- Integrate HR analytics, digital HR technologies, ethics, and global workforce management strategies into organizational decision-making.

Unit 1: Strategic Human Resource Management & HR Planning

Introduction to HRM: Concept, scope, evolution, and models of HRM (Harvard, Michigan, Warwick models); transition from personnel management to Strategic HRM (SHRM). Human Resource Planning (HRP): Forecasting HR demand and supply, job analysis, job description, job specification, competency mapping, and workload analysis. HR Alignment: Aligning HR strategies with corporate mission, business strategy, organizational culture, and changing business environments.

Unit 2: Talent Acquisition & Employee Onboarding

Recruitment Strategies: Internal vs. external sourcing, employer branding, e-recruitment, social media recruitment, and executive search. Selection Frameworks: Psychometric testing, structured interviews, assessment centers, background verification, and competency-based selection. Onboarding & Talent Retention: Orientation, organizational socialization, probation evaluation, talent management strategies, and turnover mitigation.

Unit 3: Human Resource Development & Performance Management

Training & HRD: Training Needs Analysis (TNA), training design, Kirkpatrick's evaluation model, management development programs (MDPs), and learning organization concepts. Performance Management Systems (PMS): Performance appraisal methods (360-degree feedback, MBO, OKRs, Balanced Scorecard), performance coaching, and feedback mechanisms. Career & Succession Planning: Career stages, career anchors, succession planning frameworks, and talent pipelines for leadership positions.

Unit 4: Total Rewards, Compensation & Employee Relations

Compensation Management: Job evaluation systems, wage structures, incentive plans, executive compensation, pay-for-performance, and fringe benefits. Industrial Relations & Labor Governance: Grievance handling procedures, collective bargaining, discipline management, trade union dynamics, and dispute resolution. Workplace Health & Well-being: Employee Assistance Programs (EAPs), occupational safety, work-life balance, and wellness initiatives.

Unit 5: HR Analytics, Digital HR & Global Workforce Management

HR Analytics & Metrics: Workforce analytics, predictive turnover models, HR dashboards, ROI on human capital investments, and HR auditing. Digital HR Transformation: Human Resource Information Systems (HRIS), AI in recruiting, cloud-based HR platforms, and remote/hybrid work management. Global HRM & Ethics: Managing international assignments, expatriate adjustment, cross-cultural management, DEI (Diversity, Equity, and Inclusion), and HR ethics.

REFERENCES:

1. Armstrong, Michael, and Stephen Taylor. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed., Kogan Page, 2020.
2. Aswathappa, K. *Human Resource Management: Text and Cases*. 9th ed., McGraw Hill Education, 2021.
3. Bohlander, George W., and Scott A. Snell. *Managing Human Resources*. 17th ed., Cengage Learning, 2016.
4. Cascio, Wayne F. *Managing Human Resources: Productivity, Quality of Work Life, Profits*. 11th ed., McGraw Hill Education, 2018.
5. Dessler, Gary, and Biju Varkkey. *Human Resource Management*. 16th ed., Pearson Education, 2020.
6. Noe, Raymond A., et al. *Human Resource Management: Gaining a Competitive Advantage*. 12th ed., McGraw Hill Education, 2021.
7. Rao, V. S. P. *Human Resource Management: Text and Cases*. 3rd ed., Taxmann Publications, 2020.
8. Ulrich, Dave. *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Harvard Business School P, 1997.
9. Weatherly, Leslie A. *Strategic HR: The Alignment of Human Capital and Organizational Goals*. Society for Human Resource Management, 2003.
10. Werner, Jon M., and Randy L. DeSimone. *Human Resource Development*. 6th ed., Cengage Learning, 2012.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Evaluate strategic role of SHRM and workforce planning frameworks.	K2
CO2	Design talent acquisition and competency-based selection workflows.	K4
CO3	Formulate HRD programs and performance evaluation systems.	K5
CO4	Develop compensation strategies and manage employee relations.	K3
CO5	Integrate HR analytics, digital platforms and global ethics.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	NON-MAJOR ELECTIVE COURSE - II	Semester – III
CODE	HOSPITAL ADMINISTRATION	Credits – 2

COURSE OUTCOMES:

- Analyze the organization, structure, and statutory governance of public and private healthcare delivery systems in India.
- Examine operational management strategies across clinical, supportive, and administrative departments within modern hospital environments.
- Critically evaluate health legislation, ethical principles, patient safety standards, and accreditation mechanisms (NABH/NABL).
- Assess financial administration, material management, biomedical waste protocols, and health financing models (PM-JAY, health insurance).
- Formulate strategies for digital health technology adoption (HMIS, ABDM, Telemedicine), quality assurance, and hospital crisis management.

Unit 1: Indian Healthcare Infrastructure & Hospital Organization

Healthcare Architecture in India: Three-tier public health system (Sub-centers, PHCs, CHCs, District Hospitals, Tertiary/Academic Institutions); private healthcare sector growth and PPP models. Hospital Classification & Role: Typology of hospitals (bed strength, ownership, specializations); role in promotive, preventive, curative, and rehabilitative health. Hospital Planning & Design: Feasibility studies, facility planning, zoning, patient flow management, and architectural considerations for healthcare facilities.

Unit 2: Management of Clinical & Support Services

Clinical Services: Outpatient Department (OPD), Inpatient Department (IPD), Emergency & Casualty, Intensive Care Units (ICUs), Operation Theatre (OT) management, and Daycare. Support Services: Pharmacy Services, Radiology & Diagnostic Imaging, Central Sterile Supply Department (CSSD), Laboratory Services, and Blood Bank Administration. Utility & Administrative Services: Medical Records Department (MRD), Dietary/Laundry Services, Housekeeping, Facility Maintenance, Security, and Public Relations.

Unit 3: Health Legislation, Accreditation & Ethics

Legal Framework: Clinical Establishments (Registration and Regulation) Act, Consumer Protection Act in Healthcare, Medical Termination of Pregnancy (MTP) Act, PNDT Act, and Organ Transplantation Act. Accreditation & Quality Standards: National Accreditation Board for Hospitals & Healthcare Providers (NABH), NABL guidelines, ISO certification, and Total Quality Management (TQM). Medical Ethics & Patient Rights: Bioethics, informed consent, patient confidentiality, medical negligence, and medico-legal case (MLC) handling procedures.

Unit 4: Financial Administration, Materials & Bio-Safety

Financial & Cost Management: Hospital budgeting, revenue generation, cost center analysis, user fee policies, and billing operations. Health Financing & Insurance: Ayushman Bharat - PM-JAY, Central Government Health Scheme (CGHS), ESI scheme, Third Party Administrators (TPAs), and private health insurance. Materials & Bio-Safety Management: Inventory control (ABC, VED analysis), supply chain, Biomedical Waste Management Rules (handling, segregation, disposal), and hospital infection control.

Unit 5: Healthcare Information Systems & Future Trends

Digital Health Transformation: Hospital Management Information System (HMIS), Electronic Health Records (EHR), Ayushman Bharat Digital Mission (ABDM), and Telemedicine protocols. Disaster & Emergency Preparedness: Hospital Disaster Management Plan (HDMP), mass casualty management, fire safety, and pandemic contingency management. Human Resource Management in Hospitals: Staffing ratios (nursing, medical, allied health), performance appraisal, talent retention, and burnout mitigation.

REFERENCES:

1. Goel, S. L., and R. Kumar. *Hospital Administration and Management*. Deep & Deep Publications, 2007.
2. Gupta, Shakti Kumar, and Sunil Kant. *Hospital and Health Care Administration: Appraisal and Referral*. Jaypee Brothers Medical Publishers, 2018.
3. Joshi, S. K. *Quality Management in Hospitals*. Jaypee Brothers Medical Publishers, 2013.
4. Kundu, A. K. *Hospital Administration and Management: A Ready Reckoner*. CBS Publishers & Distributors, 2019.
5. Pai, K. V. Narayana. *Hospital Administration*. New Age International Publishers, 2010.
6. Sakharkar, B. M. *Principles of Hospital Administration and Planning*. 2nd ed., Jaypee Brothers Medical Publishers, 2009.
7. Sharma, D. K., and R. C. Goyal. *Hospital Administration and Human Resource Management*. 5th ed., PHI Learning, 2013.
8. Srinivasan, A. V., editor. *Managing a Modern Hospital*. 2nd ed., Sage Publications, 2008.
9. Tabish, S. A. *Hospital and Health Services Administration: Principles and Practice*. Oxford UP, 2001.
10. World Health Organization. *District Hospital Management: Core Competencies*. WHO Regional Office for South-East Asia, 2015.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Evaluate public and private healthcare delivery infrastructure in india.	K2
CO2	Manage operational workflows across clinical, support and utility services.	K4
CO3	Apply health legislation, NABH/NABL standards and medical ethics protocols.	K5
CO4	Executive hospital inventory control, waste management and insurance billing.	K3
CO5	Formulate HMIS digital solutions, disaster plans and quality frameworks.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - X	Semester – IV
CODE	E – GOVERNANCE IN INDIA	Credits – 4

COURSE OUTCOMES:

- Conceptualize the theoretical principles, models, evolution, and significance of e-governance in transforming public sector delivery.
- Examine the policy frameworks, national plans (NeGP, Digital India), and organizational architecture governing digital initiatives in India.
- Analyze key G2C, G2B, G2G, and G2E digital delivery platforms, flagship schemes, and digital public infrastructure (DPI) frameworks.
- Evaluate legal, security, privacy, and regulatory frameworks including the Information Technology Act and Data Protection laws.
- Appraise contemporary challenges such as the digital divide, cybersecurity threats, administrative change management, and emerging tech in governance.

Unit 1: Conceptual & Theoretical Foundations of E-Governance

Concept & Scope: Evolution from government to e-government and e-governance; SMART governance (Simple, Moral, Accountable, Responsive, Transparent). Interaction Models: Government-to-Citizen (G2C), Government-to-Business (G2B), Government-to-Government (G2G), and Government-to-Employee (G2E). Theoretical Perspectives: Public value creation theory, digital era governance (DEG), technology acceptance models (TAM), and administrative efficiency.

Unit 2: Institutional Frameworks, Policies & Infrastructure in India

Policy Frameworks: National E-Governance Plan (NeGP), Digital India Program (9 Pillars), National e-Governance Division (NeGD), and MeitY. Digital Infrastructure: State Data Centres (SDC), State Wide Area Networks (SWAN), Common Service Centres (CSC), and National Knowledge Network (NKN). Local E-Governance: E-Panchayat initiatives, Municipal e-governance, and District e-Governance Societies (DeGS).

Unit 3: Flagship Digital Initiatives & Digital Public Infrastructure (DPI)

India Stack & DPI: Aadhaar identity stack, Unified Payments Interface (UPI), DigiLocker, and Consent Artefact architecture. Public Service Delivery: Direct Benefit Transfer (DBT), UMANG App, CPGRAMS (Public Grievance Redressal), GeM (Government e-Marketplace), PM Gati Shakti. Sectoral E-Governance: E-Kranti, e-Courts, e-NAM (Agriculture), CoWIN/e-Sanjeevani (Healthcare), and DIKSHA (Education).

Unit 4: Legal Frameworks, Cybersecurity & Data Governance

Legal Infrastructure: Information Technology Act 2000 (and Amendments); legal status of digital signatures, electronic records, and cyber courts. Data Protection & Privacy: Digital Personal Data Protection (DPDP) Act; data sovereignty, citizen privacy rights, and surveillance concerns. Cybersecurity Architecture: National Cyber Security Policy, CERT-In, critical information infrastructure protection, and cyber hygiene in public offices.

Unit 5: Challenges, Impact Assessment & Future Trends

Implementation Challenges: Digital divide (rural-urban, gender), digital literacy, infrastructure bottlenecks, and resistance to organizational change. Impact & Evaluation: Assessment of e-governance projects, cost-benefit analysis, reduction of corruption, administrative burden, and red tape. Emerging Technologies: Artificial Intelligence (AI) in public service delivery, Blockchain for land records, Big Data analytics, and Smart Cities Mission.

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5. Pardhasaradhi, Y., et al. *E-Governance and Indian Society in the 21st Century: Opportunities and Challenges*. Kanishka Publishers, 2009.
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10. Yadav, Surya Yadav, and Raj K. Singh. *E-Governance in India: Problems and Prospects*. New Century Publications, 2012.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Conceptualize theoretical foundations, SMART principles and models of e-governance.	K2
CO2	Examine national plans (NeGP, Digital India) and institutional infrastructure.	K4
CO3	Analyze India Stack, DPI, DBY, UMANG and flagship public delivery systems.	K5
CO4	Evaluate IT act, DPDP Act, cybersecurity protocols and citizen privacy rights.	K3
CO5	Formulate solutions for digital divide, change management and emerging AI tools.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - XI	Semester – IV
CODE	DEVELOPMENT ADMINISTRATION IN INDIA	Credits – 4

COURSE OUTCOMES:

- Analyze the theoretical concepts, historical evolution, and changing paradigms of development administration in the Indian context.
- Evaluate the machinery of planning and development execution at central, state, district, and local levels of administration.
- Assess the impact of flagship welfare schemes, poverty alleviation programs, and social empowerment initiatives in India.
- Examine the role of Panchayati Raj Institutions (PRIs), Urban Local Bodies (ULBs), non-governmental organizations, and Self-Help Groups (SHGs) in decentralized development.
- Critically appraise modern challenges, sustainable development frameworks, e-governance innovations, and institutional reforms in Indian development administration.

Unit 1: Foundations & Theoretical Dimensions of Development Administration

Concept & Evolution: Meaning, scope, features, and significance of Development Administration; Development Administration vs. Traditional Public Administration. Theoretical Perspectives: Edward Weidner, Fred W. Riggs (Prismatic-Sala model), and Amartya Sen's Capability Approach to development. State, Market & Development: Transition from regulatory state to welfare state; neoliberalism, public choice theory, and good governance paradigm.

Unit 2: Planning Machinery & Administrative Architecture in India

Planning Architecture: Transition from Planning Commission to NITI Aayog (Cooperative and Competitive Federalism, SDG India Index). District Level Administration: Role of District Collector, District Development Officer (DDO), and District Planning Committees (DPC). Bureaucracy & Development: Role of Indian Civil Services as change agents; bureaucratic commitment, administrative responsiveness, and administrative delays.

Unit 3: Rural & Urban Development Frameworks and Programs

Rural Development Dynamics: Rural poverty alleviation strategies, rural infrastructure, land reforms, and agricultural development administration. Flagship Rural Schemes: MGNREGA, PM-KISAN, Pradhan Mantri Awaas Yojana - Gramin (PMAY-G), and National Rural Livelihood Mission (NRLM). Urban Development Governance: Rapid urbanization, smart cities mission, AMRUT, urban poverty alleviation, and slum redevelopment frameworks.

Unit 4: Decentralization, Citizen Participation & Non-State Actors

Democratic Decentralization: 73rd and 74th Constitutional Amendment Acts; structure, functions, and financial autonomy of PRIs and ULBs. Citizen Empowerment: Role of Civil Society Organizations (CSOs), NGOs, and Self-Help Groups (SHGs - Mission Shakti / Kudumbashree models). Social Accountability Mechanisms: Social audit protocols, Citizen's Charters, Public Service Guarantee Acts, and Right to Information (RTI) in development.

Unit 5: Emerging Challenges, Governance Innovations & Sustainable Development

Sustainable Development & Climate Resilience: Integrating Sustainable Development Goals (SDGs) into local and national development planning. Digital Governance & Innovations: E-Governance initiatives (Direct Benefit Transfer - DBT, Jan Dhan-Aadhaar-Mobile TRINITY, PM Gati Shakti,

Digital India). Development Challenges: Regional imbalances, tribal and scheduled caste area development, corruption, administrative capacity building, and public-private partnerships (PPP).

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9. Singh, Sahib, and Swinder Singh. *Local Government and Development Administration in India*. New Academic Publishing, 2016.
10. Verma, S. P., and S. K. Sharma. *Development Administration: Theory and Practice*. IIPA, 1984.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Analyze theoretical frameworks and paradigms of development administration.	K2
CO2	Evaluate planning machinery (NITI Aayog, District and local administration)	K4
CO3	Assess rural and urban flagship development and welfare programs.	K5
CO4	Examine decentralized governance, social audits, PRIs and non-state actors.	K3
CO5	Formulate e-governance, digital policy and sustainable development strategies.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	CORE COURSE - XII	Semester – IV
CODE	ADMINISTRATIVE LAW	Credits – 4

COURSE OUTCOMES:

- Conceptualize the legal foundations, nature, scope, and constitutional growth of Administrative Law across global jurisdictions.
- Examine delegated legislation, control mechanisms, procedural safeguards, and judicial scrutiny over executive rule-making.
- Analyze principles of Natural Justice, administrative adjudication, and statutory tribunals in safeguarding procedural fairness.
- Evaluate judicial review frameworks, extraordinary prerogative writs (Habeas Corpus, Mandamus, Certiorari, Prohibition, Quo-Warranto), and administrative discretion.
- Appraise institutional mechanisms for public accountability, state liability in tort and contract, Ombudsman institutions (Lokpal/Lokayuktas), and Right to Information frameworks.

Unit 1: Foundations & Scope of Administrative Law

Nature & Evolution: Concept, scope, and growth of administrative law; relationship with constitutional law. Core Legal Doctrines: Rule of Law (Dicey's concept and modern welfare state adjustments); Separation of Powers doctrine.

Classification of Executive Actions: Quasi-legislative, quasi-judicial, and purely administrative acts.

Unit 2: Delegated Legislation & Control Mechanisms

Concept & Necessity: Reasons for growth, types of delegated legislation, sub-delegation, and conditional legislation. Control Mechanisms: Legislative control (laying procedures, committees on subordinate legislation); Executive control. Judicial Control: Doctrine of Ultra Vires (substantive and procedural ultra vires); unreasonableness and arbitrariness.

Unit 3: Administrative Adjudication & Natural Justice

Administrative Tribunals: Growth, constitution, and procedure of administrative tribunals (e.g., Central Administrative Tribunal). Principles of Natural Justice: Nemo Judex In Causa Sua (rule against bias); Audi Alteram Partem (right to fair hearing). Exceptions & Post-Decisional Hearing: Recognized exceptions to natural justice and reasoned decisions (speaking orders).

Unit 4: Judicial Review of Administrative Action & Discretion

Judicial Review Mechanisms: Constitutional remedies under Articles 32 and 226/227; Public Interest Litigation (PIL). Prerogative Writs: Habeas Corpus, Mandamus, Certiorari, Prohibition, and Quo-Warranto. Control over Discretion: Abuse of administrative discretion, failure to exercise discretion, doctrine of legitimate expectation, and proportionality.

Unit 5: Accountability, State Liability & Integrity Institutions

Liability of the State: Contractual and tortious liability of the administration; sovereign immunity doctrine and judicial trends. Anti-Corruption Architecture: Ombudsman concept; Lokpal and Lokayuktas; Central Vigilance Commission (CVC). Transparency & Governance: Right to Information (RTI) Act, citizen's charters, and administrative secrecy.

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2. Dicey, A. V. *Introduction to the Study of the Law of the Constitution*. 10th ed., Macmillan, 1959.
3. Jain, M. P., and S. N. Jain. *Principles of Administrative Law*. 8th ed., LexisNexis, 2017.
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COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Conceptualize constitutional legal foundations, rule of law, and separation of powers.	K2
CO2	Examine delegated legislation frameworks and legislative/judicial oversight controls.	K4
CO3	Analyze principles of Natural justice, administrative tribunals, and hearing procedures.	K5
CO4	Evaluate judicial review, prerogative writs and limits on executive discretion.	K3
CO5	Formulate solutions for state liability, transparency (RTI) and anti-corruption mechanisms.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)

First year	DISCIPLINE CENTRIC ELECTIVE COURSE - IV	Semester – IV
CODE	SOCIAL WELFARE ADMINISTRATION IN INDIA	Credits – 4

COURSE OUTCOMES:

- Explain the theoretical concepts, constitutional philosophy, and historical evolution of social welfare administration in India.
- Examine the organizational structure and operational mechanisms of administrative bodies handling social welfare at union, state, and local levels.
- Evaluate social legislation, welfare policies, and flagship social security schemes designed for vulnerable and marginalized groups.
- Analyze the role of non-governmental organizations, civil society, social enterprises, and public-private partnerships in welfare service delivery.
- Appraise contemporary challenges, rights-based governance approaches, administrative reforms, and digital transformations in social welfare delivery.

Unit 1: Foundations of Social Welfare Administration

Concepts & Scope: Meaning, nature, scope, and evolution of Social Welfare Administration; distinction between social reform, social work, social service, and social welfare. Constitutional Framework: Fundamental Rights, Directive Principles of State Policy (DPSP), and constitutional provisions for social justice and equity. Paradigms of Welfare: Transition from charity and residual models to institutional and rights-based welfare approaches.

Unit 2: Administrative Machinery for Social Welfare

Union & State Level Structure: Ministry of Social Justice and Empowerment, Ministry of Women and Child Development, and State Social Welfare Departments. Statutory Bodies & Commissions: Central Social Welfare Board (CSWB), State Social Welfare Boards, NITI Aayog's social sector vertical. National Rights Commissions: Roles and administrative functions of NCSC, NCST, NCW, NCPCR, and National Human Rights Commission (NHRC).

Unit 3: Social Legislation & Policy Interventions

Welfare of Women & Children: POSHO Act, Juvenile Justice (Care and Protection) Act, Integrated Child Development Services (ICDS), and Beti Bachao Beti Padhao. Welfare of SCs, STs & OBCs: Protection of Civil Rights Act, PoA (Prevention of Atrocities) Act, Eklavya Model Residential Schools, and tribal development plans. Disability & Senior Citizen Care: Rights of Persons with Disabilities (RPwD) Act 2016, Maintenance and Welfare of Parents and Senior Citizens Act, National Social Assistance Programme (NSAP).

Unit 4: Voluntary Agencies, Civil Society & Corporate Social Responsibility

Voluntary Sector Dynamics: Role of NGOs and Civil Society Organizations in social welfare administration; NGO registration, governance, and FCRA regulations. CSR & Community Partnerships: Section 135 of Companies Act 2013; Corporate Social Responsibility (CSR) in funding social development. Community Action & Networks: Self-Help Groups (SHGs), microfinance models, and community-based monitoring of social programs.

Unit 5: Emerging Trends, Challenges & Evaluation in Social Welfare

Financial & Program Administration: Budgeting process in social welfare, gender budgeting, social auditing, and performance evaluation techniques. Digital Welfare Interventions: Direct Benefit Transfer (DBT), Aadhaar-enabled service delivery, Poshan Tracker, and digital social inclusion initiatives. Challenges & Governance Reforms: Bureaucratic inertia, leakage and corruption, intersectional marginalization, and rights-based policy advocacy.

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1. Chowdhry, D. Paul. *Social Welfare Administration*. Atma Ram & Sons, 1992.
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9. Sharma, A. K. *Social Welfare and Social Development*. Sage Publications, 2012.
10. Singh, Surendra, and P. D. Misra. *Health and Social Welfare Administration in India*. Royal Book Company, 2000.

COURSE OUTCOMES (WITH MAPPING):

CO	Course Outcome	Cognitive Level (K – Level)
CO1	Explain theoretical foundations and constitutional guarantees of welfare.	K2
CO2	Examine administrative structures (Ministries, CSWB, National commissions)	K4
CO3	Evaluate social legislation, flagship security schemes, and welfare policies.	K5
CO4	Analyze NGO participation, CSR frameworks and voluntary sector roles.	K3
CO5	Appraise e-governance, digital welfare delivery, and rights-based advocacy.	K6

MAPPING OF COs with POs & PSOs

COs/POs	(POs)					(PSOs)				
	1	2	3	4	5	1	2	3	4	5
CO1	3	3	2	3	2	3	3	2	2	2
CO2	3	3	2	2	3	3	3	2	3	3
CO3	3	1	2	3	2	2	3	2	2	2
CO4	3	2	2	2	1	3	3	2	2	2
CO5	3	3	3	3	2	3	3	2	2	3
Total	15	12	11	13	11	14	15	10	11	12
Average	3	2.4	2.2	2.6	2.2	2.8	3	2	2.2	2.4

*S – Strong (3)

*M – Medium (2)

*L – Low (1)
