



CIRCULAR

Ref. No.: GU/Acad –PG/BoS -NEP/2025-26/184 dated 27.06.2025

In supersession to the above referred Circular, the structure and syllabus of Semester III and IV of the **Master of Arts in Public Administration** Programme approved by the Standing Committee of the Academic Council in its meeting held on 24th February 2026, is attached.

The Syllabus of Semester I and II approved earlier by the Academic Council in its meeting held on 13th & 14th June 2025 is also attached.

The Dean of the Manohar Parrikar School of Law, Governance & Public Policy is requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Manohar Parrikar School of Law, Governance & Public Policy, Goa University.

Copy to:

1. Chairperson, BoS in Public Administration, Goa University.
2. Programme Director, M.A. Public Administration, Goa University.
3. Controller of Examinations, Goa University.
4. Assistant Registrar Examinations (PG), Goa University.
5. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

GOA UNIVERSITY

Master of Arts in Public Administration

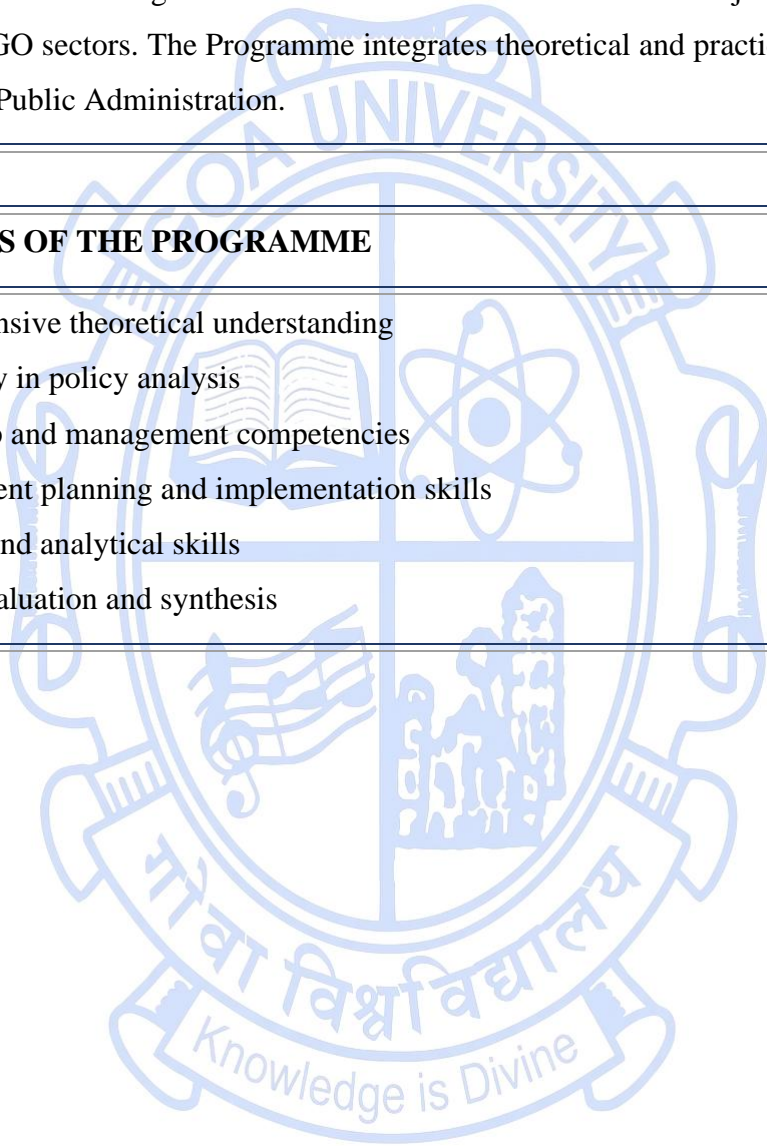
(Effective from the Academic year 2025-26)

ABOUT THE PROGRAMME

The M.A. Programme in Public Administration is a multi-disciplinary Programme taught over 4 semesters and designed to enable students to be absorbed into jobs in the public, private and NGO sectors. The Programme integrates theoretical and practical perspectives in the field of Public Administration.

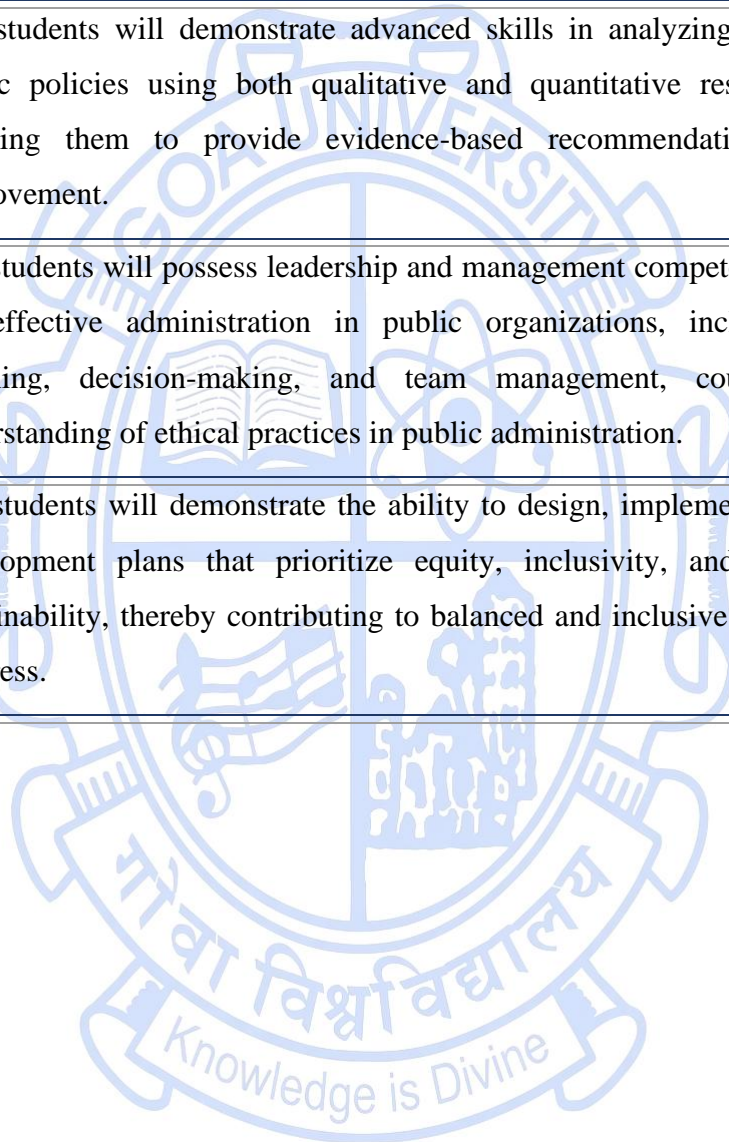
OBJECTIVES OF THE PROGRAMME

1. Comprehensive theoretical understanding
2. Proficiency in policy analysis
3. Leadership and management competencies
4. Development planning and implementation skills
5. Research and analytical skills
6. Critical evaluation and synthesis



PROGRAMME SPECIFIC OUTCOMES (PSO)

PSO 1.	By the end of the programme the students will demonstrate a deep understanding of the diverse theoretical frameworks underpinning public administration and governance and will be able to apply these theories critically to analyze and address complex administrative challenges.
PSO 2.	The students will demonstrate advanced skills in analyzing and evaluating public policies using both qualitative and quantitative research methods, enabling them to provide evidence-based recommendations for policy improvement.
PSO 3.	The students will possess leadership and management competencies necessary for effective administration in public organizations, including strategic planning, decision-making, and team management, coupled with an understanding of ethical practices in public administration.
PSO 4.	The students will demonstrate the ability to design, implement, and evaluate development plans that prioritize equity, inclusivity, and environmental sustainability, thereby contributing to balanced and inclusive socio-economic progress.



PROGRAMME STRUCTURE
Master of Arts in Public Administration
Effective from Academic Year 2025-26

Bridge Course				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>PAD-1000</u>	Introduction to Public Administration	2	100
2	<u>PAD-1001</u>	Introduction to Public Policy and Governance	2	100
3	<u>PAD-1002</u>	Introduction to Public Finance	2	100

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>PAD-5000</u>	Administrative Theory	4T	400
2	<u>PAD-5001</u>	Public Finance and Financial Administration	4T	400
3	<u>PAD-5002</u>	Political Economy of India	4T	400
4	<u>PAD-5003</u>	Indian Administration	4T	400
Total Credits for DSC Courses in Semester I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>PAD-5201</u>	Public Personnel Administration	4T	400
2	<u>PAD-5202</u>	Development Administration	4T	400
3	<u>PAD-5203</u>	Social Systems and Welfare Administration	4T	400
4	<u>PAD-5204</u>	Urban Policy and Planning	4T	400
Total Credits for DSE Courses in Semester I			4	
Total Credits in Semester I			20	

SEMESTER II				
Discipline Specific Core (DSC) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5004	Comparative Public Administration	4T	500
2	PAD-5005	Administrative Thought	4T	500
3	PAD-5006	Governance: Theories and Concepts	4T	500
4	PAD-5007	Public Policy	4T	500
Total Credits for DSC Courses in Semester II			16	
Discipline Specific Elective (DSE) Courses (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5205	International Political Economy	4T	400
2	PAD-5206	Gender, Development and State	4T	400
3	PAD-5207	Local Governance in India	4T	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

Summer Internship *			
Sr. No	Course Code	Title of the Course	Credits
1	PAD-6503	Summer Internship	08

* Summer internship is over and above the required credits for the master's programme

SEMESTER III				
Research Specific Elective (RSE) Courses (12 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-6000	Qualitative and Quantitative Research Methodology	4T	500
2	PAD-6001	Policy Analysis: Monitoring and Evaluation	4T	500
3	PAD-6002	Project Management	4T	500
4	PAD-6003	Introduction to Data Management and Visualization	4T	500
5	PAD-6004	Education Policy and Administration	4T	500
6	PAD-6005	Public Health Policy and Administration	4T	500
7	PAD-6006	Ethics in Governance	4T	500
8	PAD-6007	Sustainable Development	4T	500
Total Credits for RSE Courses in Semester III			12	
Discipline Specific Vocational Elective (DSVE) Courses (8 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-6401	Community Engagement and Rural Development	2T+2P	500
2	PAD-6402	Environmental Administration and Sustainability	2T+2P	500
3	PAD-6403	Participatory Research Techniques and Practices	2T+2P	500
Total Credits for DSVE Courses in Semester III			8	
Total Credits in Semester III			20	

Discipline Specific Dissertation (DSD) (40 Credit Dissertation)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-6501	Dissertation	40	500

SEMESTER IV				
Generic Elective (GE) Courses (20 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-6201	Citizen Centric Administration	4T	500
2	PAD-6202	Corporate Governance	4T	500
3	PAD-6203	Organizational Psychology	4T	500
4	PAD-6204	Disaster management	4T	500
5	PAD-6205	Organizational Development and Administrative Improvement	4T	500
6	PAD-6206	Public Enterprise Management	4T	500
7	PAD-6207	Administrative Law	4T	500
Total Credits for GE Courses in Semester IV			20	

Discipline Specific Dissertation (DSD) (20 Credit Dissertation)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-6501	Dissertation	20	500

Blooms Taxonomy Cognitive Levels	
Cognitive Level	Notations
K1	Remembering
K2	Understanding
K3	Applying
K4	Analyzing
K5	Evaluating
K6	Create

BRIDGE COURSES

Title of the Course	Introduction to Public Administration
Course Code	PAD-1000
Number of Credits	2
Theory/Practical	Theory
Level	100
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the meaning, scope, significance and evolution of Public Administration as a discipline. 2. To familiarize students with fundamental concepts of Public Administration. 3. To make students acquaint with major administrative theories and approaches that have shaped public organizational thinking. 	
Course Outcomes:	At the end of the course the students will be:	Mapped to PSO
	CO 1. Students will understand the historical roots, scope, and relevance of Public Administration and distinguish it from private management.	PSO 1
	CO 2. Students will gain a foundational understanding of concepts of Public Administration	PSO 2

	CO 3. Students will be able to critically evaluate major administrative theories and apply them to understand organizational behaviour and governance.	PSO 2		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning, Nature, and Scope of Public Administration	10	CO1	K1, K2
	1.2 Evolution of the Discipline: Politics-Administration Dichotomy			
	1.3 Importance of Public Administration in Modern State			
	1.4 Public and Private Administration: Comparison			
	1.5 New Public Administration and New Public Management			
Module 2:	2.1 Basic Concepts and Principles	10	CO2	K1, K2
	2.2 Organization			
	2.3 Hierarchy			
	2.4 Unity of Command			
	2.5 Span of Control			
	2.6 Authority and Responsibility			
	2.7 Centralization and Decentralization			
	2.8 Line and Staff			
Module 3:	3.1 Administrative theories and approaches	10	CO3	K2, K3
	3.2 Scientific Management			
	3.3 Classical Theories			
	3.4 Bureaucratic Theory			
	3.5 Human relations approach			

	3.6 Systems Approach			
Pedagogy:	Interactive lectures, Case studies and group discussions, Flip classroom method.			
Texts:	<ol style="list-style-type: none"> 1. Arora, R. K., & Goyal, R. (2022). <i>Indian public administration: Institutions and issues</i> (4th ed.). New Age International. 2. Bhattacharya, M. (2018). <i>New horizons of public administration</i> (7th ed.). Jawahar Publishers & Distributors. 3. Basu, R. (2019). <i>Public administration: Concepts and theories</i> (19th ed.). Sterling Publishers. 4. Chand P. & Chakrabarty B. (2024). <i>Public Administration in India</i>. New Delhi: Routledge. 5. Chakrabarty, B., & Chand, P. (2017). <i>Public Administration: From Government to Governance</i>. New Delhi: Orient Blackswan. 6. Chakrabarty, B., & Chand, P. (2012). <i>Public administration in a globalizing world: Theories and practices</i>. Sage Publications. 7. Chakrabarty and Pandey (2008). <i>Indian Government and Politics</i>. New Delhi: Sage Publications. 8. Chakrabarty (2017). <i>Indian Constitution</i>. New Delhi: Sage Publications. 9. Goel, S. L. (2012). <i>Public administration: Theory and practice</i> (Revised ed.). Deep & Deep Publications. 10. Mahajan A. (2020). <i>Administrative Thinkers</i>. New Delhi: Sage Publication. 11. M. Laxmikant. <i>Public Administration</i>. New Delhi: Public Administration. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Henry, N. (2017). <i>Public administration and public affairs</i> (13th ed.). Routledge. 2. Frederickson, H. G., Smith, K. B., Larimer, C. W., & Licari, M. J. (2016). <i>The public administration theory primer</i> (3rd ed.). Westview Press. 			
Web Resources:	<p>Taylor's Scientific Management Theory: https://archive.org/details/principlesofscie00taylrich/page/14/mode/2up</p> <p>Webers Bureaucratic Theory: https://getaprofessor.com/docs/testing/?bp-attachment=Bureaucratic-Management-Theory-by-Max-Weber-1.pdf</p> <p>Organization: https://encyclopedia.pub/entry/54680</p>			

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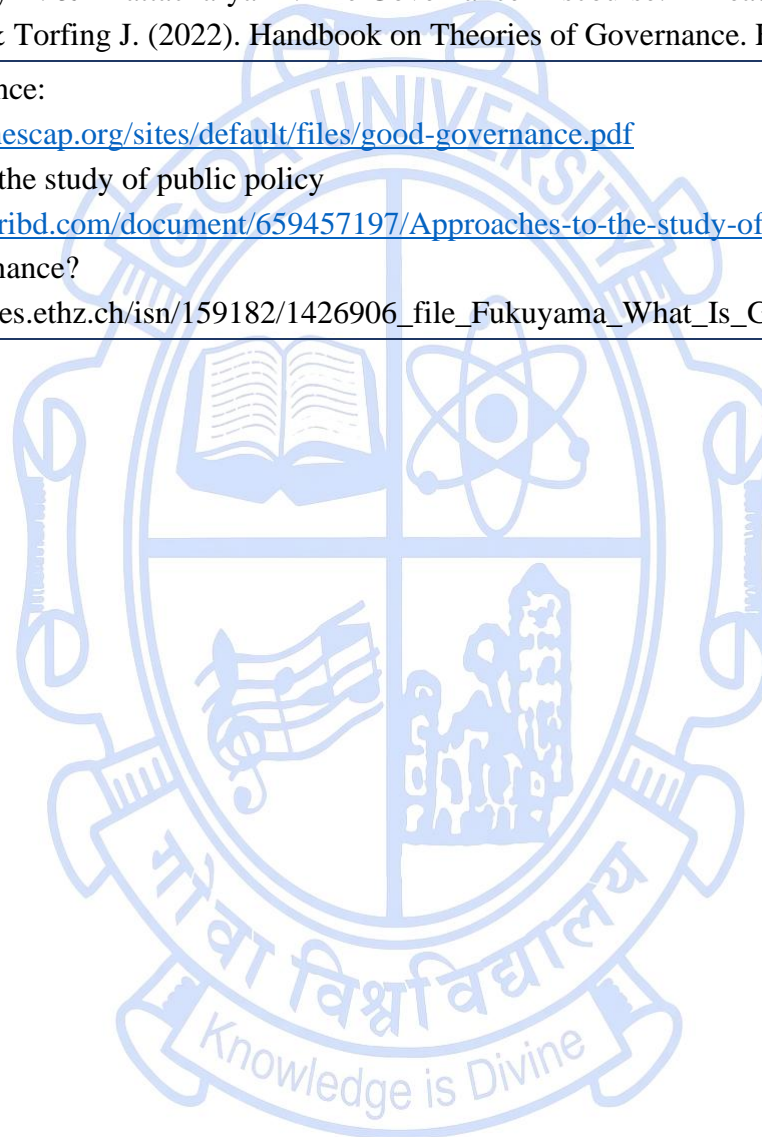
Title of the Course	Introduction to Public Policy and Governance
Course Code	PAD-1001
Number of Credits	2
Theory/Practical	Theory
Level	100
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To introduce students to the fundamental concepts, nature, and scope of public policy and its relevance in a globalized world. • To familiarize students with various theoretical approaches and stages of the public policy process including formulation, implementation, and evaluation. • To enable critical understanding of governance, its relationship with government, and contemporary developments such as e-governance, good governance, and governability. 	
Course Outcomes:	At the end of the course the students will be:	Mapped to PSO
	CO 1. Able to explain the core concepts and significance of public policy in socio-economic development.	PSO 1
	CO 2. Students will demonstrate the ability to analyze different stages of the public policy cycle using theoretical and practical frameworks.	PSO 2

	CO 3. Students will critically assess models of governance and apply the principles of good governance and e-governance in contemporary policy contexts.		PSO 1 & PSO2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Public Policy: concept, nature and scope	10	CO1	K1, K2
	1.2 Approaches to public policy			
	1.3 Role of public policy in socio-economic development			
	1.4 Public Policy and Globalization			
Module 2:	2.1 Public Policy Process	10	CO2	K2, K3
	2.2 Formulation of public policy			
	2.3 Implementation of public policy			
	2.4 Evaluation of public policy			
Module 3:	3.1 Governance: Concept and contextual Uses	10	CO3	K2, K3
	3.2 Government and Governance			
	3.3 E-Governance			
	3.4 Good Governance			
	3.5 Governability			
Pedagogy:	Interactive lectures, group discussions, flip classroom.			
Texts:	<ol style="list-style-type: none"> 1. Chakarbarty B. (2016). Public Policy: Concepts, Theory and Practice. New Delhi: Sage Publications. 2. Chakrabarti R. (2016). Public Policy in India. New Delhi: Sage Publications. 3. Sapru R. (2023). Public Policy: A Contemporary Perspective. New Delhi: Sage Publications. 4. Peters, B. G. (2015). <i>Advanced introduction to public policy</i>. Cheltenham:Edward Elgar Publishing. 5. Bevir M. (2009). Key Concepts of Governance. New Delhi: Sage Publications. 			

References/ Readings:	<ol style="list-style-type: none"> 1. Chakrabarty B. & Bhattacharya M. The Governance Discourse: A Reader. New Delhi: Oxford University Press. 2. Ansell C. & Torfing J. (2022). Handbook on Theories of Governance. Edgar Elgar Publication
Web Resources:	<p>Good Governance: https://www.unescap.org/sites/default/files/good-governance.pdf</p> <p>Approaches to the study of public policy https://www.scribd.com/document/659457197/Approaches-to-the-study-of-public-policy</p> <p>What is Governance? https://www.files.ethz.ch/isn/159182/1426906_file_Fukuyama_What_Is_Governance.pdf</p>

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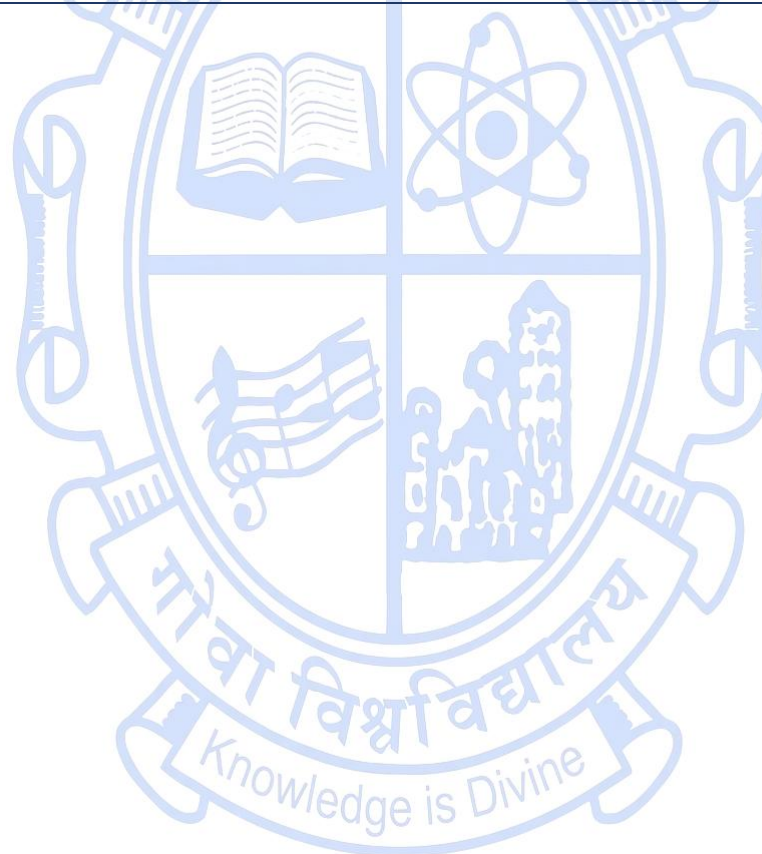
Title of the Course	Introduction to Public Finance
Course Code	PAD-1002
Number of Credits	2
Theory/Practical	Theory
Level	100
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To provide a comprehensive understanding of the nature, scope, and significance of public finance in addressing market failures and ensuring fiscal sustainability. 2. To examine the sources of public revenue and the principles of taxation, including the design and impact of tax policies and reforms in India. 3. To develop analytical skills for evaluating public expenditure, budgeting processes, and institutional mechanisms for financial accountability and audit. 	
Course Outcomes:	At the end of the course the students will be:	Mapped to PSO
	CO 1. Able to explain the foundational concepts of public finance and critically assess the rationale for government intervention in the economy.	PSO 1
	CO 2. Students will demonstrate the ability to analyze taxation systems and reforms in terms of equity, efficiency, and revenue generation.	PSO 2

	CO 3. Students will evaluate public expenditure patterns, budgetary processes, and accountability mechanisms including PFMS, social audit, and institutional oversight.		PSO 3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Nature, Scope, and Importance of Public Finance	10	CO1	K1, K2
	1.2 Public Goods, Market Failures, and Government Intervention			
	1.3 Contemporary Issues: Debt, Deficit, and Fiscal Sustainability			K3, K5
Module 2:	2.1 Sources of Public Revenue: Tax and Non-Tax	10	CO2	K3
	2.2 Principles and Canons of Taxation			K4
	2.3 Tax Policy Design: Progressivity, Efficiency, and Equity			K5
	2.4 Tax Reforms in India: GST and Direct Tax Regimes			
Module 3:	3.1 Growth and Classification of Public Expenditure	10	CO3	K3
	3.2 Budgetary Process: Preparation, Authorization, Execution, and Evaluation			K4
	3.3 Performance and Outcome Budgeting			K5
	3.4 Public Financial Management System (PFMS) and Social Audit			K5, K6
	3.5 Audit Institutions: CAG and Legislative Oversight			K5
Pedagogy:	Interactive lectures, Expert talks by practitioners, Case studies and group discussions, Analysis of government reports and policy documents.			
References/ Readings:	<ol style="list-style-type: none"> Burkhead, J. (1956). <i>Government Budgeting</i>. New York: Wiley Sons. Chand, P. (2010). <i>Control of Public Expenditure in India</i> (2nd edition). New Delhi: Allied Publishers. Chand, P. (2010). <i>Performance Budgeting</i> (2nd edition). New Delhi: Allied Publishers. Goel, S. L. (2011). <i>Public Financial Administration</i>. Deep & Deep Publications. H.L. Bhatia (2021). <i>Public Finance</i>. Vikas Publishing House. Lekhi, R.K. (2020). <i>Public Finance</i>. Kalyani Publishers. 			

	7. R.A. Musgrave & P.B. Musgrave (2017). <i>Public Finance in Theory and Practice</i> . McGraw Hill Education.
Web Resources:	<ol style="list-style-type: none">1. Department of Economic Affairs: Indian Public Finance Statistics https://dea.gov.in/indian-public-finance-statistics2. NITI Ayog: Public Finance and Policy Analysis https://www.niti.gov.in/verticals/public-finance-and-policy-analysis3. Ministry of Finance: Department of Expenditure https://doe.gov.in/public-finance-central

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SEMESTER I

Discipline Specific Core Courses

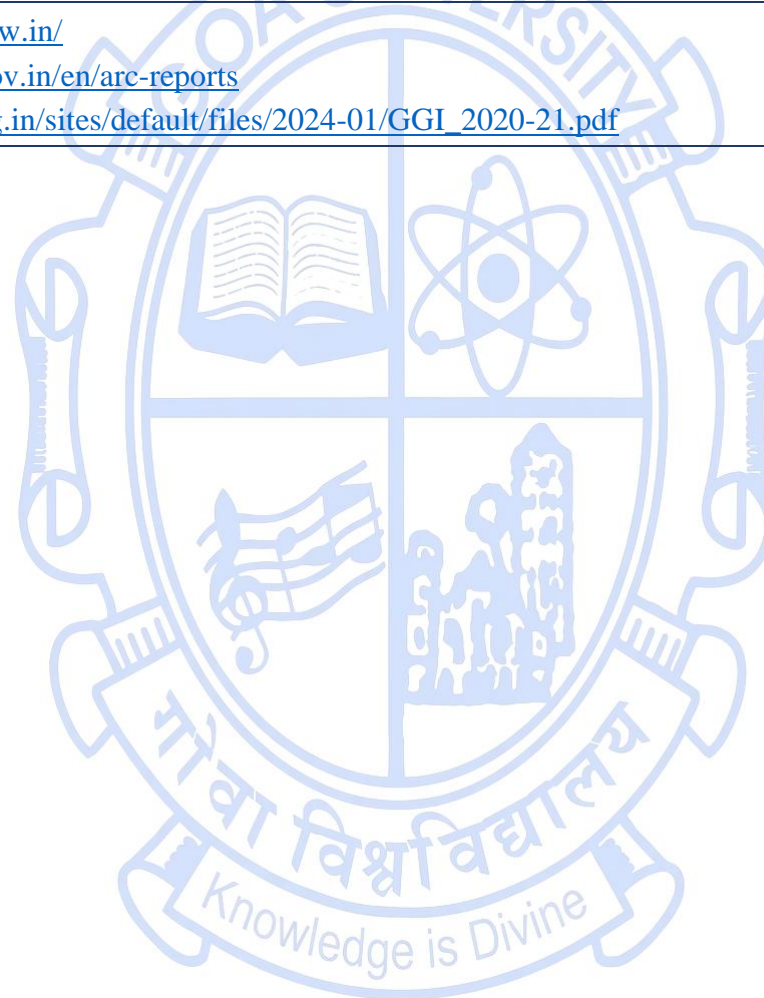
Title of the Course	Administrative Theory	
Course Code	PAD-5000	
Number of Credits	4	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the meaning, scope, and evolution of Public Administration as a discipline. 2. To familiarize students with foundational concepts of organizational structure and administration. 3. To provide knowledge and tools for understanding management processes and administrative behavior. 4. To develop critical insights into accountability systems and citizen-administration engagement. 	
Course Outcomes:	At the end of the course the students will be able to:	Mapped to PSO
	CO 1. Understand the evolution, theoretical foundations, and contemporary approaches of	PSO1

	Public Administration, and evaluate its application and relevance in both developed and developing countries.			
	CO 2. Able to explain the structure and types of organizations, apply key principles of organization, and assess the roles and functions of chief executives and to able to analyse the centralized and decentralized administrative systems.			PSO1, PSO2
	CO 3. Apply management principles and understand administrative behavior in public organizations.			PSO3, PSO4
	CO 4. Evaluate accountability mechanisms and citizen-centric approaches in public administration.			PSO3, PSO4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning, Nature and Scope of Public Administration	15	CO1	K1, K2
	1.2 Evolution of the Discipline; Approaches to Public Administration			K2
	1.3 Public Administration in Developed and Developing Countries (Present Status)		CO1, CO2	K2, K4
	1.4 New Public Administration, New Public Management, Principal-Agent Theory, New Public Service, Critical Theory			
Module 2:	2.1 Meaning and Types of Organizations	15	CO2	K2, K4
	2.2 Principles of Organization: Hierarchy, Unity of Command, Span of Control			
	2.3 Centralization vs Decentralization			
	2.4 The Chief Executive – Types, Functions and Role			
Module 3:	3.1 Line and Staff Agencies	15	CO3	K3, K4
	3.2 Headquarter and Field Relationships			
	3.3 Communication – Concept, Process and Barriers			
	3.4 Supervision and Coordination – Techniques and Application			K3, K4, K5

Module 4:	4.1 Accountability of Administration – Legislative, Executive and Judicial	15	CO4	K4
	4.2 Citizen and Administration Interface – Concept and Philosophy			
	4.3 Citizen Charter and Administrative Reforms – Concepts and Philosophy			
	4.4 Good Governance – Concept, Application and Rationale			K5, K6
Pedagogy:	Interactive lectures, Expert talks by practitioners, Case studies and group discussions, Analysis of government reports and policy documents.			
Texts:	<ol style="list-style-type: none"> Awasthi and Maheshwari (2017). Public Administration. Agra: Lakshmi Narain Agarwal Educational Publishers. Bhambri, C. P. (2010). Public Administration Theory and Practice (21st ed.). Meerut: Educational Publishers. Bhattacharya, M. (2000). Public Administration. Calcutta: World Press. Bhattacharya, Mohit (2016). New Horizons of Public Administration. New Delhi: Jawahar Publishers Denhardt, Robert B. & Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review. 60(6): 549-559 Drucker, P. F. (1999). Management: Tasks, Responsibilities, Practices. Bombay: Allied Publishers. Etzioni, A. (1995). Modern Organizations. New Delhi: Prentice Hall. Fadia, B.L. and Fadia, Kuldeep (2017). Public Administration in India. Agra: Sahitya Bhawan. Government of India Second Administrative Reforms Commission. (2008). First Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi Henry, N. (2012). Public Administration and Public Affairs (12th ed.). New Jersey: Prentice Hall. Hersey, P., & Blanchard, K. H. (2007). Management of Organisational Behaviour (5th ed.). New Delhi. Peters G. & Pierre J. (2012). The Sage Handbook of Public Administration. London: Sage Publication Polinaidu, S. (2014). Public Administration. New Delhi: Galgotia Publications Robinson, Mark (2015). From Old Public Administration to the New Public Service – Implication for Public Sector Reform in Developing Countries. Singapore: UNDP Global Centre for Public Service Excellence Sharma, M.P. and Sadana, B.L. (2010). Public Administration in Theory and Practice. New Delhi: Kitab Mahal. 			
References/ Readings:	<ol style="list-style-type: none"> Osborne, D., & Gaebler, T. (1993). Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York: Addison Wesley. 			

	<ol style="list-style-type: none">2. Sahni, P., Vayunandan, E. (2009). Administrative Theory. India: PHI Learning.3. Shafritz, J. M., Russell, E. W., & Borick, C. P. (2021). Introducing Public Administration (10th ed.). Routledge.4. Stillman, R. J. (2020). Public Administration: Concepts and Cases (10th ed.). Cengage Learning.5. Nigro, F. A., & Nigro, C. (1989). Modern Public Administration (7th ed.). New York: Lloyd Harper and Row.
Web Resources:	<p>https://www.epw.in/</p> <p>https://darpg.gov.in/en/arc-reports</p> <p>https://ncgg.org.in/sites/default/files/2024-01/GGI_2020-21.pdf</p>

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Title of the Course	Public Finance and Financial Administration
Course Code	PAD-5001
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-2026
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To enable students to understand the fundamental concepts and importance of public finance and public financial administration. 2. To familiarize students with various types of budgeting systems and their role in financial administration and public policy, with a special focus on the Indian budgeting process. 3. To provide students with an understanding of the institutional framework of public financial administration in India 4. To introduce students to the mechanisms of financial accountability and control in India, including the role of audit, legislative oversight, and the importance of monetary and fiscal policy. 	
Course Outcomes:	By the end of the course, students will be:	Mapped to PSO
	CO 1. Able to critically analyze the structure and functioning of public finance in India, assess taxation systems and reforms, and evaluate the role of various fiscal tools in resource mobilization and budgetary management.	PSO 1

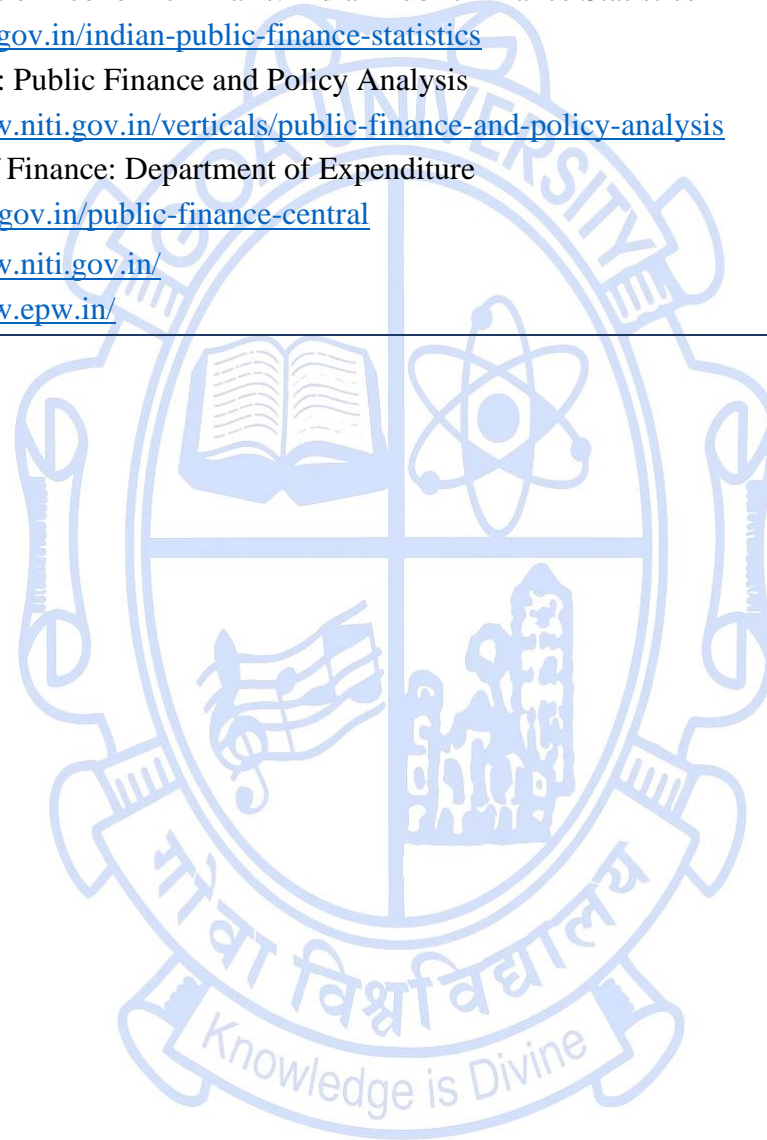
	CO 2. Students will be able to identify different budgeting techniques and critically examine the stages of budget formulation and implementation in the Indian context.		PSO 2	
	CO 3. Students will be able to comprehend the structure and functions of key financial institutions in India and analyze their roles in shaping intergovernmental fiscal relations.		PSO 3	
	CO 4. Students will be able to describe the functions of key auditing and legislative bodies and evaluate the impact of monetary and fiscal policies on financial governance.		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning and Significance of Public Finance and Public Financial Administration: The concept of Public Goods	15	CO 1	K1, K2
	1.2 Principles of Taxation; Tax Administration Issues and Reforms in India			
	1.3 Revenue and Expenditure			
	1.4 Public Debt and Deficit Financing			
Module 2:	2.1 Types of Budgets: Line-item Budgeting; Performance Budgeting; Zero-Base Budgeting	15	CO 2	K3, K4
	2.2 Budget as an Instrument of Financial Administration and Public Policy			
	2.3 Budget Preparation, Authorization and Execution with special reference to India			
Module 3:	3.1 Union Ministry of Finance: Organization, Functions and Role	15	CO 3	K2, K3, K4,
	3.2 Finance Commission (Centre and State): Composition, Role and Functions			
	3.3 Centre-State Financial Relations			
Module 4:	4.1 Audit: Concept and types; Comptroller and Auditor General of India	15	CO 4	K3, K4, K5
	4.2 Legislative Control over Finances with special reference to Parliamentary Committees			K2, K3, K4, K5

	4.3 Significance of Monetary and Fiscal Policy			K3, K4, K5
Pedagogy:	Lectures, discussions, group discussions, seminars and budgeting exercises			
Texts:	<ol style="list-style-type: none"> 1. Lall, G. S. (1979). Public Finance and Financial Administration in India. New Delhi: Kapoor. 2. Mahajan, Sanjeev Kumar and Anupama Puri Mahajan (2014). Financial Administration in India. New Delhi: PHI Learning. 3. Miller, Gerald J. (2011). Government Budgeting and Financial Management in Practice. London: Routledge. 4. Reed, B. J. and Swain, John W. (1996). Public Finance Administration. 2nd Edition. Sage. 5. Shome, Parthasarathi (ed.) (2013). Indian Tax Administration: A Dialogue. New Delhi: Orient Blackswan. 6. Singh, Rajiva Ranjan (2016); Challenges Of Indian Tax Administration. Gurugram: Lexis Nexus. 7. Sury, M. M. (1990). Government Budgeting in India. New Delhi: Commonwealth Publishers. 8. Thavaraj, M. J. K. (2001). Financial Administration in India (6th ed.). Delhi, Sultan Chand. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Burkhead, J. (1956). Government Budgeting. New York: Wiley Sons. 2. Chand, P. (2010). Control of Public Expenditure in India (2nd edition). New Delhi: Allied Publishers. 3. Chand, P. (2010). Performance Budgeting (2nd edition). New Delhi: Allied Publishers. 4. Cox, Raymond, Vetter, Daniel E., Stout and R. Gene. (1996). Financial Administration and Control. New Jersey: Wiley. 5. Garner, C. William. (1991). Accounting and Budgeting in Public and Non-profit Organizations: A Manager's Guide. New Jersey: Wiley. 6. Green, Mark T. and Thompson, Fred (1998). Handbook of Public Finance. London: Routledge. 7. Gupta, B. N. (2006). Indian Federal Finance and Budgetary Policy. Allahabad: Chaitanya Publishing House. 8. Hillman, Arye L. (2009). Public Finance and Public Policy: Responsibilities and Limitations of Government 2nd Edition. Cambridge: Cambridge University Press. 9. Indian Administrative Reforms Commission. (1969). Report on: (i) Financial Administration (ii) Finance, Accounts and Audit (iii) Centre-State Relations. New Delhi: Manager of Publications, Government of India 10. Indian Institute of Public Administration. (1983). Special Number on Administrative Accountability, Vol. XXIX (3). New Delhi. 			

Web Resources:

1. Department of Economic Affairs: Indian Public Finance Statistics
<https://dea.gov.in/indian-public-finance-statistics>
2. NITI Ayog: Public Finance and Policy Analysis
<https://www.niti.gov.in/verticals/public-finance-and-policy-analysis>
3. Ministry of Finance: Department of Expenditure
<https://doe.gov.in/public-finance-central>
4. <https://www.niti.gov.in/>
5. <https://www.epw.in/>

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Title of the Course	Political Economy of India
Course Code	PAD-5002
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the foundational concepts in political economy by exploring classical and contemporary economic theories and their application in governance models. 2. To examine the historical and contemporary shifts in agrarian and industrial policies in India, focusing on land reforms, agricultural transitions, economic liberalization, and their socio-economic implications. 3. To critically examine the role of social movements, civil society, and public policy in promoting social inclusion and addressing governance challenges in India. 4. To examine contemporary policy challenges in India's political economy, including resource governance, digital inclusion, financial sector reforms, and evolving development strategies. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Define and explain key concepts of political economy, tracing its evolution across classical and contemporary paradigms.	PSO 1

	CO 2. Analyze key policy developments in agriculture and industry, assess their impact on rural and urban economies, and critically engage with ongoing debates on agrarian distress and labour market transformations.		PSO 1, PSO 4	
	CO 3. Evaluate major socio-economic concerns in India, including agrarian crises, resource conflicts, digital inequality, and banking failures.		PSO 2, PSO 4	
	CO 4. Formulate policy recommendations addressing India's contemporary political economy challenges, ensuring governance equity and efficiency.		PSO 3, PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Defining Political Economy – Meaning, scope, interdisciplinary relevance	15	CO1, CO2	K1, K2
	1.2 Classical & Contemporary Approaches – Marxism, Keynesianism, Neo-liberalism, New Political Economy			
	Historical Evolution of the Indian State – Colonial governance, post-independence transformations			
	1.3 State & Economic Policy Making –, Role of planning, Planning Commission, Five-Year Plans, NITI Aayog and developmental strategies			
	Public Sector & Governance Challenges – Evolution of PSUs, privatization debates, regulatory frameworks			
Module 2:	2.1 Agrarian Relations & Land Reforms – Historical policies, tenancy reforms, Bhoodan movement	15	CO 2, CO 3	K2, K3, K4
	2.2 Green Revolution & Agricultural Policy Shifts – Policy outcomes, socio-economic impacts			
	2.3 Agrarian Distress & Policy Responses – MSP debates, farmer protests, food security concerns			K3, K4
	2.4 Industrial Policy Evolution – License-Permit Raj, import-substitution policies			

	2.5 Economic Liberalization & Labor Market Shifts – 1991 reforms, privatization, informal sector challenges,			
Module 3:	3.1 Social Movements in India – Tribal movements, women's movements, Dalit activism	15	CO 4, CO 5	K4, K5
	3.2 Environmental Movements & Policy Responses – Chipko movement, anti-dam movements, sustainability policies			
	3.3 Civil Society & Advocacy in Policy Making – Role of NGOs, RTI activism, grassroots advocacy			
	3.4 Public Policy for Social Inclusion – Reservations, labor rights, gender-focused interventions			
	3.5 Governance Challenges in Inclusive Development – Bureaucratic hurdles, judicial interventions, administrative policy failures			
Module 4:	4.1 Water Conflicts & Resource Governance – Inter-state disputes, legal & administrative responses	15	CO4, CO6	K5, K6
	4.2 Food Security & Policy Challenges – PDS efficiency, National Food Security Act, nutrition programs			
	4.3 Digital Divide & E-Governance – Rural connectivity gaps, digital governance strategies			
	4.4 Banking Sector Challenges – NPAs, financial inclusion, governance failures			
	4.5 Future of India's Political Economy – Atmanirbhar Bharat, globalization trends, policy innovations			
Pedagogy:	Lectures and Discussions, Case Study Analysis, Field-based Learning, Collaborative Learning, Problem-based Learning, Technology-enabled Learning			
Texts:	1. Bardhan, P. (1998). <i>The Political Economy of Development in India</i> . Oxford University Press. 2. Kohli, A. (2004). <i>State-Directed Development: Political Power and Industrialization in the Global Periphery</i> . Cambridge University Press.			

	<ol style="list-style-type: none"> 3. Chakrabarty, B. & Chand, P. (2016). <i>Public Policy in India: Emerging Trends and Debates</i>. Oxford University Press. 4. Frankel, F. (2005). <i>India's Political Economy, 1947-2004: The Gradual Revolution</i>. Oxford University Press. 5. Corbridge, S. (2009). <i>India Today: Economy, Politics, and Society</i>. Polity Press. 6. Chatterjee, P. (1997). <i>The Nation and Its Fragments: Colonial and Postcolonial Histories</i>. Princeton University Press. 7. Kohli, A. (2012). <i>Poverty Amid Plenty in the New India</i>. Cambridge University Press. 8. Harriss, J. (2003). <i>Depoliticizing Development: The World Bank and Social Capital</i>. Anthem Press. 9. Rodrik, D. & Subramanian, A. (2004). <i>From Hindu Growth to Productivity Surge: The Mystery of the Indian Growth Transition</i>. IMF Working Paper. 10. Basu, K. (2021). <i>Policymaker's Journal: From New Delhi to Washington, DC</i>. Simon & Schuster.
<p>References/ Readings:</p>	<ol style="list-style-type: none"> 1. Amin Khan, T. & Bhat, J. A. (2023). <i>The Political Economy of India: A Comprehensive Analysis</i>. 2. Kim, C. & Kumar, R. (2022). <i>New Directions in Indian Political Economy: Reflections on Development, Welfare, and Governance</i>. 3. Correa, Z. & Karagiannis, N. (2025). <i>The Economic Rise of India</i>. <i>American Review of Political Economy</i>. 4. Sinha, A. (2019). <i>Political Economy of India: A Review of Economic Reforms and Governance Challenges</i>. <i>Oxford Bibliographies</i>. 5. Corbridge, S. (2009). <i>The Political Economy of Development in India Since Independence</i>. <i>London School of Economics</i>. 6. Kim, C. & Kumar, R. (2022). <i>New Directions in Indian Political Economy: Reflections on Development, Welfare, and Governance</i>. <i>World Scientific</i>.
<p>Web Resources:</p>	<ol style="list-style-type: none"> 1. https://archive.org/details/politiceconomy0000unse_i1i6 2. https://www.oxfordbibliographies.com/abstract/document/obo-9780199756223/obo-9780199756223-0230.xml 3. https://www.cambridge.org/core/books/political-economy-of-contemporary-india/590052789AF35F236577515F7FF998B1 4. https://www.worldbank.org/en/country/india 5. https://www.niti.gov.in/ 6. https://www.epw.in/

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Title of the Course	Indian Administration
Course Code	PAD-5003
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To enable students to gain conceptual, and historical understanding of the Indian Administrative System. 2. To provide a detailed understanding of the constitutional framework of India. 3. To examine the composition, functions, and interrelations of the Union and State Executives, including the President, Prime Minister, Governor, and Chief Minister, and their role in policy implementation. 4. To analyse contemporary issues and challenges in the functioning of Indian administrative institutions. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Demonstrate a nuanced understanding of the evolution and foundational principles shaping the Indian administrative system.	PSO1
	CO 2. Interpret the key features and implications of the constitutional provisions guiding administrative processes in India.	PSO1

	CO 3. Critically evaluate the structure, roles, and coordination mechanisms between central and state executive authorities in governance.		PSO1, PSO3	
	CO 4. Analyse contemporary issues in the working of the administrative Institutions in India.		PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Philosophy and Features of the Indian Constitution	15	CO1	K1, K2, K3
	1.2 Union Executive: President, Prime Minister and Council of Ministers			
	1.3 Union Legislature – Lok Sabha and Rajya Sabha: Composition and Functions			
Module 2:	2.1 State Executive: Governor, Chief Minister, Council of Ministers	15	CO2	K2, K3, K4, K5
	2.2 State Legislature: Legislative Assembly, Legislative Council			K3, K4, K5
	2.3 Centre-State Relations: Legislative and Administrative			
Module 3:	3.1 Central Secretariat: Structure, Functions and Role	15	CO3	K3, K4, K5
	3.2 Cabinet Secretariat: Significance, Functions and Role			
	3.3 Prime Minister’s Office			
	3.4 Election Commission of India: Structure, Functions and Role; Electoral Reforms			
	3.5 Judiciary: Supreme Court; High Court; Judicial Review; Judicial Reforms			
Module 4:	4.1 Relationship between Political and Permanent Executive	15	CO4	K4, K5, K6
	4.2 Generalist and Specialist in Administration Indian Administration: Problems and Challenges			
Pedagogy:	Lectures, seminars, group discussions, case studies, flip class room and field trips			

Texts:	<ol style="list-style-type: none"> 1. Arora, R.K. and Goyal R. (2020). Indian Administration: Institutions and Issues. New Delhi: New Age International. 2. Avasthi, A.P. and Avasthi, A. (2017). Indian Administration. Delhi: Laxmi Narain Agarwal Publisher. 3. Chakrabarty, B. and Chand, P. (2016), Indian Administration: Evolution and Practice, New Delhi: Sage Publication 4. Fadia, B.L. and Fadia, Kuldeep. (2014). Indian administration. New Delhi: Sahitya Bhavan 5. Fadia, B.L. and Fadia, Kuldeep. (2017). Public Administration in India. Agra: Sahitya Bhavan 6. Kapur, Devesh. Mehta, P.B. and Vaishnav, M. (eds.) (2007). Rethinking Public Institutions in India. New Delhi: Oxford University Press. 7. M. Laxmikant (2014). Governance in India. New Delhi: McGraw Hill Education. 8. Maheshwari (2001). Indian Administration. New Delhi: Orient Black Swan. 9. Sapru, Radhakrishna. (2018). Indian administration: A Foundation of Governance. New Delhi: Sage Publication. 10. Sharma, M.P. and Sadana, B.L. (2010). Public Administration in Theory and Practice. New Delhi: Kitab Mahal. 11. Singh, H. (ed.). (2008). Indian Administration. Jaipur: Aalekh Publishers.
References/ Readings:	<ol style="list-style-type: none"> 1. Austin, G. (2009). Indian Constitution. Oxford: Claredon. 2. Rajeev Bhargava (ed.) (2009). Politics and Ethics of Indian Administration. New Delhi: Oxford University Press
Web Resources:	<ol style="list-style-type: none"> 1. https://www.mcrhrdi.gov.in/87fc/images11/5.pdf 2. https://www.epw.in/journal/2024/3/commentary/indian-administration.html 3. https://www.mcrhrdi.gov.in/88fc/coursematerial/PCCI.pdf 4. https://knowindia.india.gov.in/profile/the-union/executive.php

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Discipline Specific Elective (DSE) Courses

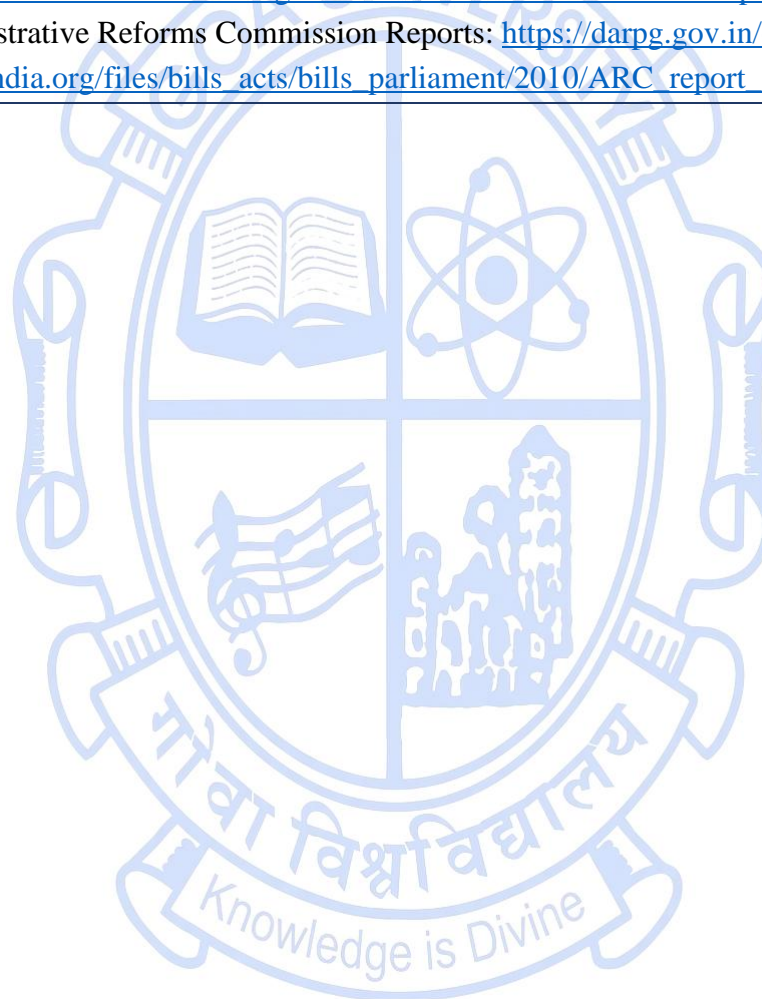
Title of the Course	Public Personnel Administration	
Course Code	PAD-5201	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-2026	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduces students to concepts of Public Personnel Administration, career systems and personnel classification in India 2. To examine various aspects of Human Resource Development 3. To examine features of civil services 4. To examine rules of service, code of conduct and ethics, disciplinary action and negotiation machinery 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Understand the concept and significance of public personnel administration in India	PSO 1

	CO 2. Obtain an understanding of the importance of recruitment, training, promotion and appraisal of public personnel administration		PSO 2:	
	CO 3. Analyze the Constitutional Provisions regarding Civil Services in India		PSO 3	
	CO 4. Attain critical understanding of issues such as employer-employee relations, administrative tribunals and joint consultative and negotiation machinery		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning and Significance of Public Personnel Administration	15	CO1	K1, K2
	1.2 Role of Public Services			
	1.3 Career Systems – Concept and Types			
	1.4 Rank and Position Classification – Concept and Bases			
Module 2:	2.1 Concepts and Significance: Government structures	15	CO2	K1. K2
	2.2 Human Resource Development;			K2, K3, K4
	2.3 Cadres			K2, K3, K4, K5
	2.4 Manpower Planning			
	2.5 Recruitment,			
	2.6 Training,			
	2.7 Promotion and Performance Appraisal			
Module 3:	3.1 Constitutional Provisions regarding Civil Services in India	15	CO3	K3, K4, K5
	3.2 Pay Commissions in India;			
	3.3 Union Public Service Commission (UPSC): Role and Functions;			
	3.4 Capacity Building Commission – role and functions;			

	3.5 Emerging trends in Civil Service			
Module 4:	4.1 Code of Conduct	15	CO 4	K3, K4, K5
	4.2 Disciplinary Action			
	4.3 Employer-Employee Relations:			K3, K4, K5, K6
	4.4 Staff Associations and Unions			K3, K4, K5
	4.5 Administrative Tribunals			
	4.6 Ombudsman; Joint Consultative and Negotiation Machinery			K3, K4, K5, K6
Pedagogy:	Lectures, group discussion, presentations, interaction with experts, case studies, flip classroom, departmental visits and discussions			
Texts:	<ol style="list-style-type: none"> 1. Bhayana, S. S. and Singh S. (2016). Public Personnel and Financial Administration (4th ed.). Jalandhar: New Academics. 2. Davar, Rustom S. (2008). Personnel Management and Industrial Relations in India (2nd ed.). New Delhi: Vikas Publishing House. 3. Flippo, E. (2008). Principles of Personnel Management (4th ed.). Kogakusha: McGraw Hill. 4. Goel, S. L. and Rajneesh, S. (2002). Public Personnel Administration. New Delhi: Sterling. 5. Koontz, H and O'Donnell, Cyril. (2008). Principles of Management (5th ed.). Tokyo: McGraw Hill. 6. Pigors, P. and Myers, C.A. (1969). Personnel Administration: A Point of View and a Method (6th ed). Kogakusha: McGraw Hill. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Government of India, 2nd Administrative Reforms Commission. (2010). 10th Report: Refurbishing of Personnel Administration - Scaling New Heights. New Delhi: Manager of Publications. https://darpg.gov.in/sites/default/files/personnel_administration10.pdf 2. Government of India. (1988). Report of the Commission on Centre-State Relations. Nasik: General Manager. 3. Mahajan A. (2023). Public Personnel Administration. New Delhi: Sage Publication 4. Rouse, John E. (2008). Public Administration in American Society. Michigan: Gale Research. 5. Saxena, A.P. (2010). Training and Development in Government. New Delhi. 			

	<p>6. Stahl, O. Glenn. (1971). Public Personnel Administration (6th ed.). New Delhi: Oxford and IBH Publishing.</p> <p>7. United Nations. (2008). New Approaches to Personnel Policy for Development. New York.</p>
Web Resources:	<p>1. Training of Public Administration and Management: https://documents1.worldbank.org/curated/en/821841468739506238/pdf/multi-page.pdf</p> <p>2. 2nd Administrative Reforms Commission Reports: https://darpg.gov.in/en/arc-reports https://prsindia.org/files/bills_acts/bills_parliament/2010/ARC_report_on_ethics_in_gov.pdf</p>

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Title of the Course	Development Administration
Course Code	PAD-5202
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-2026
New Course	Yes
Bridge Course/ Value added	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the foundational concepts, theories, and models of development administration and its evolution as a field of study and practice. 2. To enable students to understand the interconnections between governance, bureaucracy, environment, organizational change, and public management in the context of development, with emphasis on collaborative approaches like Public-Private Partnerships. 3. To familiarize students with key dimensions of development, including human development, sustainability, participation, and equity, through frameworks like the Human Development Index and Sustainable Development Goals. 4. To examine contemporary challenges and dimensions of development administration, including inclusivity, globalization, gender perspectives, and the role of non-state actors. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO

	CO 1. Understand the concept of development administration and its approaches		PSO1	
	CO 2. Analyze the relationship of good governance, bureaucracy and environment with development		PSO1, PSO2, PSO4	
	CO 3. Comprehend the significance of Human Development, Sustainable Development and Participatory Development		PSO1, PSO2, PSO3	
	CO 4. Students will be able to critically analyze the dilemmas of development and assess the impact of global trends, gender dynamics, and non-state actors on inclusive and participatory development processes.		PSO1, PSO2, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1: Development Administration: Meaning, Nature and Stages	15	CO1	K1, K2
	1.2: Features of Development,			
	1.3: Development Theory			
	1.4: Models of Development Administration (Riggs, Weidner, Donald Sone and Yehezkel Dror)			
Module 2:	2.1: Good Governance and Development,	15	CO2	K2, K3
	2.2: Bureaucracy and Development,			
	2.3: Environment and Development,			
	2.4: Organization Development and Development Administration,			
	2.5: Public Management,			
	2.6: Public Private Partnership			
Module 3:	3.1: Human Development, Human Development Index,	15	CO3	K3, K4, K5
	3.2: Sustainable Development, Sustainable Development Goals,			
	3.3: Participatory Development,			

	3.4: Development and Opportunities			
Module 4:	4.1: Dilemma's of Development, Inclusive Development	15	CO4	K3, K4, K5
	4.2: Globalization and Development Administration			
	4.3: Gender and development			
	4.4: Non-state actors in Development Administration			
Pedagogy:	Lecture, group discussion, presentations, interaction with experts, case studies, departmental visits and discussions, flip classroom			
Texts:	<ol style="list-style-type: none"> 1. Bhattacharya, M. (2006), Social Theory, Development Administration and Development Ethics, New Delhi: Jawahar Publisher 2. Dwivedi O.P. (1994), Development Administration, London: Palgrave Macmillan 3. Hooja R. And Arora, R. (2007), Administrative Theories: Approaches, Concepts and Thinkers in Public Administration, New Delhi: Rawat Publication 4. Mahajan A. P. (2019), Development Administration in India, New Delhi: Sage Publication 5. Mathur, Kuldeep (1996), Development Policy and Administration, Sage Publications 6. Mitra, Subrata (2006), The Puzzle of India's Governance, Routledge 7. Naidu S.P. (2005), Public Administration: Concept and Theories, New Delhi: New Age International 8. Palekar, S.A. (2012), Development Administration, New Delhi: PHI Learning 9. Mahajan A. (2019). Development Administration. New Delhi: Sage Publications. 10. Rathod, R. (2004), Elements of Development Administration, ABD Publisher 11. Sahni, P. and Vayunandan, E. (2010), Administrative Theory, New Delhi: PHI Learning 12. Sapru R.K. (2015), Development Administration, Sterling Publisher 13. Singh, Shivani (ed.) (2016), Governance: Issues & Challenges, Sage Publication 14. Rabin, J.; Hildreth, W.B. and Miller, G. J. (eds). 2007. Handbook of Public Administration. Third Edition. Taylor and Francis 15. Group, New York. 			

References/ Readings:	<ol style="list-style-type: none"> 1. Sen, Amartya (1999), Development as Freedom, New Delhi: Oxford University Press 2. Sen & Dereze (1999), The Amartya Sen and Jean Dreze Omnibus, New Delhi: Oxford University Press. 3. Riggs, F.W. and MacKean, D.D., 1964. Administration in developing countries: The theory of prismatic society. Boston: Houghton Mifflin.
Web Resources:	<ol style="list-style-type: none"> 1. Chromeextension://efaidnbmnnnibpcajpcglclefindmkaj/https://ddceutkal.ac.in/Syllabus/MA_PUB_ADD/Development_Administration.pdf 2. Bureaucracy and Development: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.nber.org/system/files/working_papers/w29163/w29163.pdf 3. Human Development Report 2022-23::chromeextension://efaidnbmnnnibpcajpcglclefindmkaj/https://hdr.undp.org/system/files/documents/global-report-document/hdr2023-24reporten.pdf 4. Sustainable Development report 2023:chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://files.unsdsn.org/sustainable-development-report-2023.pdf

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Title of the Course	Social Systems and Welfare Administration
Course Code	PAD-5203
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To examine the interdisciplinary nature of Public Administration with a focus on the sociological foundations of social structure, stratification, and norms. 2. To understand the historical and theoretical frameworks of social change and their application to contemporary Indian society and tensions. 3. To analyze the evolution and role of the welfare state in India, including constitutional visions and administrative structures supporting social justice. 4. To critically assess key social legislations and welfare programs aimed at promoting equity, development, and inclusion for marginalized and vulnerable groups. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Apply sociological concepts to understand the relevance and functioning of public administration in a diverse society.	PSO 1

	CO 2. Gain insights into the dynamics of social change and the challenges posed by regionalism, communalism, and violent class struggles in India.		PSO 1, PSO 4
	CO 3. Develop the ability to evaluate the effectiveness of social policies and legal frameworks such as the Domestic Violence Act and Juvenile Justice Act.		PSO 2, PSO 3, PSO 4
	CO 4. Demonstrate an understanding of welfare administration through analysis of central and state structures and the implementation of key social welfare schemes.		PSO 2, PSO 3, PSO 4
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	1.1 Interdisciplinary Nature of Public Administration, Relevance of Sociology to Public Administration	15	CO1, CO2 K1, K2
	1.2 Social Structure: Groups, Status and role: Norms and values		
	1.3 Social Stratification in India: Caste, Class Caste-class nexus, Differences and convergence		
	1.4 Welfare State: Historical evolution and philosophical foundations; Types of welfare states; Indian welfare state: Constitutional vision and evolution:		
Module 2:	2.1 Social Change: Concepts and theories of social change; Resistance to change:	15	CO 3, CO 4 K3
	2.2 Social Change in Contemporary Indian Society		
	2.3 Social Tensions in India: Communalism: Historical roots and contemporary manifestations, Regionalism and demands for autonomy,		
	2.4 Centre-state relations in addressing regional aspirations, Violent class struggles: Naxalism and administrative responses,		
	2.5 Organised Crime Syndicates Drug peddling, Human trafficking		
Module 3:	3.1 Social Policy and legislation in India	15	CO 4, CO 5 K4, K5
	3.2 Sustainable Development Goals (SDGs)		

	3.3 Reservation Policy in India-Sc, St & OBC			
	3.4 Protection of Women from Domestic Violence Act, 2005.			
	3.5 The Juvenile Justice (Care and Protection of Children) Act, 2015			
Module 4:	4.1 Administrative Structures for Social Welfare. Union Ministry of Social Justice and Empowerment	15	CO5, CO6	K5, K6
	4.2 State Social Welfare Departments			
	4.3 Central and State Social Welfare Boards			
	4.4 Major Welfare Programs: Implementation Analysis: Integrated Child Development Services (ICDS), National Social Assistance Program (NSAP),			
	4.5 Schemes for educational empowerment of SCs, STs, OBCs,			
	4.6 Self-employment and skill development programs,			
	4.7 Housing schemes for vulnerable groups, Accessibility schemes for persons with disabilities			
Pedagogy:	Lectures and Discussions, Case Study Analysis, Field-based Learning, Collaborative Learning, Problem-based Learning, Flip classroom, Technology-enabled Learning			
Texts:	<ol style="list-style-type: none"> 1. Bhargava, B. S., & Raphael, C. (2019). <i>Public Administration and Social Welfare</i>. Sage Publications. 2. Chaturvedi, T. N. (2017). <i>Administration for Social Welfare</i>. Indian Institute of Public Administration. 3. Dhesi, A. S., & Singh, H. (2021). <i>Social Policy in India: Development, Delivery and Challenges</i>. Oxford University Press. 4. Government of India. (2017). <i>National Social Assistance Programme Guidelines</i>. Ministry of Rural Development. 5. Joshi, S. (2020). <i>Social Change and Social Control</i>. Rawat Publications. (Key reference for UGC NET) 6. Kumar, A. (2019). <i>Welfare State and Social Policy: Reforms and Governance in India</i>. Sage Publications. 7. Srivastava, S. P. (2018). <i>Administrative Framework for Social Welfare in India</i>. National Book Trust. 8. United Nations. (2015). <i>Transforming Our World: The 2030 Agenda for Sustainable Development</i>. United Nations. 9. Vidyarthi, L. P., & Rai, B. K. (2017). <i>The Tribal Culture of India</i>. Concept Publishing Company. 			

	<ol style="list-style-type: none"> 10. Wankhede, G. G. (2019). <i>Social Justice and Empowerment: Perspectives and Issues</i>. Routledge. 11. Ahuja, R. (2019). <i>Social Problems in India</i>. Rawat Publications. 12. Ambedkar, B. R. (2014). <i>Annihilation of Caste</i>. Verso Books. 13. Béteille, A. (2018). <i>Caste, Class and Power: Changing Patterns of Stratification in a Tanjore Village</i>. Oxford University Press. 14. Desai, A. R. (2016). <i>Rural Sociology in India</i>. Popular Prakashan. 15. Dube, S. C. (2017). <i>Indian Society</i>. National Book Trust. 16. Government of India. (2022). <i>India and the Sustainable Development Goals: Progress Report</i>. NITI Aayog. 17. Jayal, N. G. (2015). <i>Representing India: Ethnic Diversity and the Governance of Public Institutions</i>. Palgrave Macmillan. 18. Kapur, D., & Mehta, P. B. (2017). <i>Public Institutions in India: Performance and Design</i>. Oxford University Press. 19. Oommen, T. K. (2019). <i>State and Society in India: Studies in Nation-Building</i>. Sage Publications. 20. Singh, Y. (2018). <i>Modernization of Indian Tradition</i>. Rawat Publications. 21. Fadia, B. L., & Fadia, K. (2022). <i>Indian Administration</i>. Sahitya Bhawan Publications. 22. Laxmikanth, M. (2023). <i>Public Administration for Civil Services Examinations</i>. McGraw Hill Education. 23. Prasad, R., & Prasad, D. (2021). <i>Administrative Thinkers</i>. Sterling Publishers. 24. Sharma, M. P., & Sadana, B. L. (2023). <i>Public Administration in Theory and Practice</i>. Kitab Mahal. 25. Singh, V., & Singh, N. (2022). <i>UGC NET/JRF/SET Public Administration Paper II & III</i>. Upkar Prakashan. 26. IGNOU Study Materials for MSO-004: Sociology in India and MPA-014: Social Welfare Administration. (Latest Edition).
<p>References/ Readings:</p>	<ol style="list-style-type: none"> 1. Sharma, S., & Tiwari, N. (2021). "Interdisciplinary approaches to Public Administration in India: The sociological lens." <i>Journal of Public Administration and Governance</i>, 11(2), 146-163. https://doi.org/10.5296/jpag.v11i2.18456 2. Kumar, A., & Mishra, R. K. (2020). "Social structure and bureaucratic behavior: Examining status-role conflicts in Indian public administration." <i>International Journal of Public Administration in Developing Nations</i>, 5(1), 24-39. https://doi.org/10.4018/IJPADN.2020010102 3. Chakrabarty, B. (2022). "The welfare state in India: Constitutional vision and administrative reality." <i>The Indian Journal of Public Administration</i>, 68(1), 3-19. https://doi.org/10.1177/00195561221074896

4. Singh, R. (2020). "Caste and class intersectionality in access to public services: Evidence from rural India." *Economic and Political Weekly*, 55(32), 45-52. <https://www.epw.in/journal/2020/32/special-articles/caste-and-class-intersectionality-access-public-services.html>
5. Nagarajan, V., & Parashar, A. (2021). "From welfare to regulatory state: Evolution of administrative practices in post-liberalization India." *Administrative Theory & Praxis*, 43(2), 150-168. <https://doi.org/10.1080/10841806.2020.1805757>
6. Mohanty, M. (2022). "Social change management in public administration: Addressing resistance to administrative reforms in India." *International Journal of Public Sector Management*, 35(1), 1-19. <https://doi.org/10.1108/IJPSM-02-2021-0032>
7. Pandey, S. K., & Agrawal, P. (2020). "Urbanization challenges and administrative responses: A case study of smart city initiatives in India." *Journal of Urban Management*, 9(2), 174-186. <https://doi.org/10.1016/j.jum.2020.01.002>
8. Srinivas, T., & Banjerjee, S. (2021). "Communal violence and administrative responses: An analysis of conflict resolution mechanisms in India." *International Journal of Conflict Management*, 32(3), 401-419. <https://doi.org/10.1108/IJCMA-07-2020-0130>
9. Patel, V., & Bhattacharyya, R. (2022). "Regionalism and federalism: Administrative challenges in balancing national unity and regional autonomy in India." *Regional & Federal Studies*, 32(1), 73-91. <https://doi.org/10.1080/13597566.2021.1891983>
10. Mukherjee, S., & Roy, D. (2020). "Administrative responses to left-wing extremism in India: A critical analysis of counter-insurgency and development approach." *Terrorism and Political Violence*, 32(7), 1531-1550. <https://doi.org/10.1080/09546553.2018.1527195>
11. Narayan, S., & Narayanan, S. (2022). "SDG localization in India: Administrative challenges and innovations." *Sustainable Development*, 30(1), 78-92. <https://doi.org/10.1002/sd.2234>
12. Thorat, S., & Madheswaran, S. (2021). "Reservation policy for social justice: Implementation challenges and administrative responses." *Economic and Political Weekly*, 56(8), 43-51. <https://www.epw.in/journal/2021/8/special-articles/reservation-policy-social-justice.html>
13. Krishnan, K., & Subramaniam, M. (2022). "Implementation gaps in Protection of Women from Domestic Violence Act: Administrative challenges and solutions." *Indian Journal of Gender Studies*, 29(1), 27-46. <https://doi.org/10.1177/09715215211066492>

	<p>14. Bhattacharya, S., & Chaturvedi, S. (2020). "Juvenile justice administration in India: Institutional challenges and reform initiatives." <i>International Journal of Law, Crime and Justice</i>, 61, 100390. https://doi.org/10.1016/j.ijlcj.2020.100390</p> <p>15. Sahoo, N., & Panda, B. (2021). "From policy to practice: Administrative implementation of social legislation in India." <i>Journal of Asian Public Policy</i>, 14(3), 387-403. https://doi.org/10.1080/17516234.2020.1773643</p> <p>16. Bhatia, A., & Bhabha, J. (2021). "India's Ministry of Social Justice and Empowerment: An analysis of institutional effectiveness in welfare program delivery." <i>Indian Journal of Public Administration</i>, 67(2), 156-172. https://doi.org/10.1177/00195561211001786</p> <p>17. Saxena, N. C. (2020). "Centre-state coordination in social welfare administration: Challenges of cooperative federalism in India." <i>Journal of Development Policy and Practice</i>, 5(1), 9-31. https://doi.org/10.1177/2455133320905285</p> <p>18. Vashistha, K., & Ramesh, M. (2022). "Social welfare boards in India: Institutional analysis and reform imperatives." <i>Policy and Society</i>, 41(1), 65-82. https://doi.org/10.1093/polsoc/puab010</p> <p>19. Rao, M. G., & Choudhury, M. (2020). "Fiscal decentralization and welfare expenditure: Evidence from Indian states." <i>International Journal of Public Administration</i>, 43(13), 1142-1156. https://doi.org/10.1080/01900692.2019.1668413</p> <p>20. Ghosh, J., & Narayanan, S. (2021). "Social audits and accountability mechanisms in welfare schemes: MGNREGA and beyond." <i>World Development</i>, 142, 105430. https://doi.org/10.1016/j.worlddev.2021.105430</p>
Web Resources:	<ol style="list-style-type: none"> https://www.classcentral.com/course/swayam-social-welfare-administration-451376 https://www.coursera.org/courses?query=social%20welfare https://ocw.mit.edu/

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Title of the Course	Urban Policy and Planning
Course Code	PAD-5204
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To equip students with a comprehensive understanding of foundational concepts, classical and contemporary theories of urbanization 2. To enable students to identify, compare, and evaluate urbanization trends and patterns across developed and developing nations. 3. To familiarize students with major urban policies, planning frameworks, and citizen participation models in India and globally. 4. To critically engage with major urban challenges and inequalities. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Understand foundational concepts of urban theory and analyse their relevance in contemporary urbanization processes.	PSO1

	CO 2. Analyse patterns and trends of urbanization in developed and developing countries, and evaluate their implications on urban form, society, and sustainability.		PSO1, PSO4	
	CO 3. Interpret major urban policies and planning processes in India and other countries.		PSO1, PSO2	
	CO 4. Analyse urban planning issues and reforms in India.		PSO2, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Introduction to Urban Theory: Definition, Importance, Evolution	15	CO1	K2, K3
	1.2 Classical Urban Theories: Weber, Tonnies, Simmels			
	1.3 Marxist Urban Theory: Henry Lefebvre and David Harvey- Right to the City; Saskia Sassen: The Global City			
	1.4 Global South Perspective: Ananya Roy: Urban Informality and Global South Cityscapes, Postcolonial Urbanism			
Module 2:	2.1 Urban Trends in the Developed World and Developing world: Suburbanization, Urban Growth	15	CO2	K4, K5
	2.2 Peri-Urban areas; Rural urban Links, Urban migration			
	2.3 Gentrification and Displacement; Inner City Decay; Urban decline and revitalization; Sustainable Cities			
Module 3:	3.1 Urban Policy Framework: Major Urban Policies in India	15	CO3	K3, K5
	3.2 Smart Cities and Sustainable Development; Citizen Participation in Urban Planning			
	3.3 Public-private partnerships in Urban Development; Role of Technology in Urban Planning			
	3.4 Climate Change and Urban Resilience			
Module 4:	4.1 Urban Poverty and Inequality; Water and Sanitation in Urban India	15	CO4	K5, K6

	4.2 Urban Housing and Land Use: The Challenges of Slums and Forced Evictions			
	4.3 Urban Transportation; Urban Insecurity; Urban Public Health			
	4.4 Waste Management; Urban Development Programmes			
	4.5 Urban Poverty and Inequality; Water and Sanitation in Urban India			
Pedagogy:	Lectures, discussions, case studies, field visits, special talks/ lectures from experts as well as practitioners, flip classroom.			
Texts:	<ol style="list-style-type: none"> 1. Bhattacharya, Mohit. (1976). Management of Urban Government in India. New Delhi: Uppal. 2. Simmel, G. (1950). The sociology of Georg Simmel. Free Press. 3. Tonnies, F. (1957). Community and society. Easton Press. 4. Chigbu, U. E. (2021). Urban-Rural Land Linkages: A Concept and Framework for Action. UN-Habitat 5. Harding, A., & Blokland, T. (2014). A critical introduction to power, cities and urbanism: Theory in the 21st century. SAGE Publications. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Ahluwalia, Isher Judge, (2014), 'Transforming Our Cities – Post Cards of Change', Harper Collins, New Delhi. 2. Amita Bhide and Himanshu Burte, 'Smarter Urbanisation, Not (just) Smart Cities,' Published by National Centre for Advocacy Studies, Pune. 3. Desai, R. (2012) Governing the Urban Poor: Riverfront Development, Slum Resettlement and the Politics of Inclusion in Ahmedabad, Economic and Political Weekly, Vol. 47, No. 2, pp. 49-56. 4. Freire, M. and Stren, R. (2001) The Challenges of Urban Government: Policies and Practices, World Bank, Washington, D.C 5. Harvey, D. (2008), The Right to the City, New Left Review, 53, Sept Oct, 2008. 6. Jayne, M., & Ward, K. (2016). A twenty-first century introduction to urban theory. Routledge. 7. Kharola, P. S., (2013), Analysing the Urban Public Transport Policy Regime in India, Economic and Political Weekly, Vol. 48, No. 48. 8. Lefebvre, H. (1996). Writings on cities. Blackwell Publishing. 9. Nath, V., (1997), Redefining Urban Politics, Economic and Political Weekly, Vol. 32, No.44/45. 10. Sassen, S. (2001). The global city: New York, London, Tokyo. Princeton University Press. 			

Web Resources:

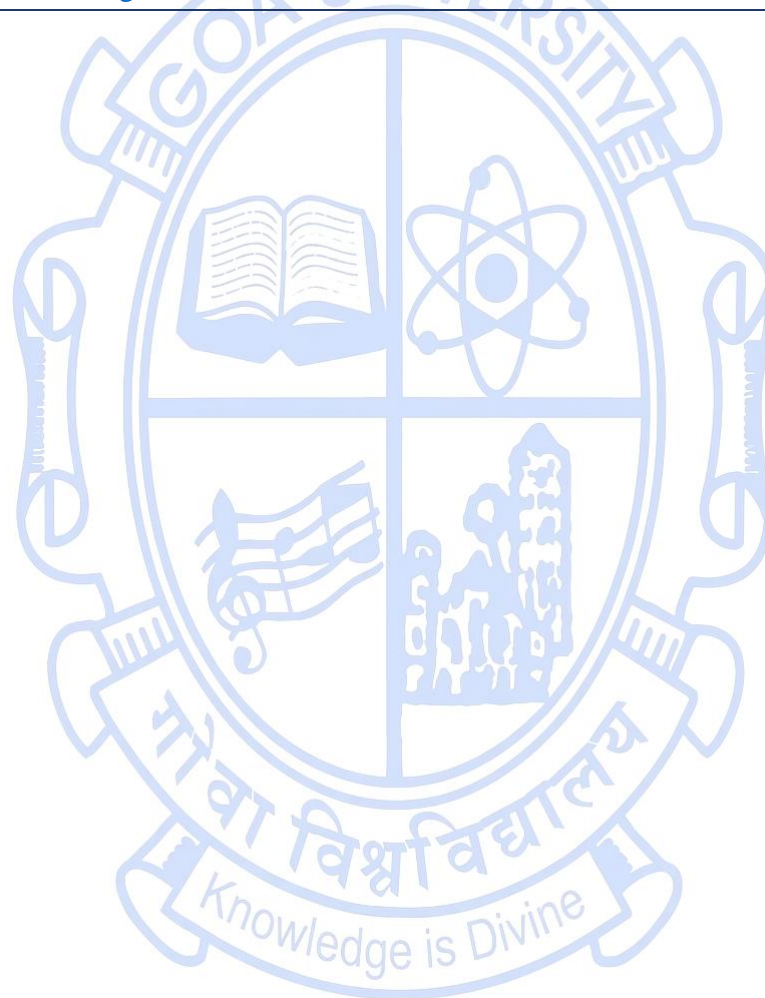
https://iica.nic.in/images/Articles/NUPF_Final_Oct%202020.pdf

<https://niua.in/intranet/sites/default/files/2087.pdf>

<https://urbanpolicyplatform.org/national-urban-policy/>

<https://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?locations=IN>

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SEMESTER II

Discipline Specific Core Courses

Title of the Course	Comparative Public Administration
Course Code	PAD-5004
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. Equip students with foundational knowledge of CPA as a sub-field of Public Administration and its evolution as a discipline.2. Understand and apply comparative public administration approaches to the study of comparative administration.3. To help students to examine the socio-economic, political, and cultural contexts that shape administrative structures and practices across various countries.4. To study the role and structure of the Chief Executive in different political-administrative systems5. To evaluate the relevance of Comparative Public Administration in the contemporary global context

Course Outcomes:	At the end of the course students will be able to	Mapped to PSO		
	CO 1. Understand the meaning, nature, scope, and significance of Comparative Public Administration as a distinct field of study.	PSO1,		
	CO 2. Comprehend the key approaches and methods in the study of Comparative Administration, including Institutional, Behavioural, Structural-Functional, Ecological, and Fred Riggs's models.	PSO2, PSO3		
	CO 3. Compare the socio-economic, political, and administrative features of developed and developing countries with special reference to UK, USA, India, France, and Japan.	PSO2, PSO3,		
	CO 4. Critically analyze administrative systems, local governments, executive roles, and accountability mechanisms across countries in the context of liberalization, privatization, and globalization.	PSO3, PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Comparative Public Administration: Meaning, Nature, Scope and Significance.	15	CO1	K1, K2
	1.2 Salient Features of Administration in Developed & Developing Countries: Social, Economic, Political and Administrative			
Module 2:	2.1 Approaches and Methods to the study of Comparative Administration: Institutional,	15	CO1, CO2	K3
	2.2 Behavioural			
	2.3 Structural-Functional			
	2.4 Ecological and Systems Approaches.			
	2.5 Fred Riggs's Typology of Societies and Features			
Module 3:	3.1 Administrative Systems: in UK, USA, India, France & Japan	15	CO2, CO3	K4, K5
	3.2: Salient features of Administration			
	3.3 Chief Executive - Powers, functions and role			

	3.4 Accountability:			
Module 4:	4.1 Local government of UK, USA, India,	15	CO4, CO5	K4, K5
	4.2 Local government of France, Japan.			
	4.3 Relevance of Comparative Public Administration in the era of Liberalization,			
	4.4 Privatization and Globalization			
Pedagogy:	Class lectures, group discussions, flip classroom methods, presentations, special talks/ lectures from experts.			
Texts:	<ol style="list-style-type: none"> 1. Arora, R K and Sharma, S (Eds.) (1992) Comparative and Development Administration: Ideas and Actions. Arihant Centre for Administrative Change: Jaipur 2. Bhatt, A and Ranjan, R (2010) Comparative Government and Politics (1st Edition). Anmol Publications: New Delhi 3. Chaturvedi, T N (1994) Tulnatmak LokPrashashan. College Book Depot: Jaipur 4. Chakrabarty B. (2024). Indian Political System: Institution and Processes. New Delhi: Routledge. 5. Chandler J.A. (2014). Comparative Public Administration. London: Routledge Publications. 6. Dahiya, Sewa Singh and Singh, Ravindra (2012) Comparative Public Administration. Sterling Publishers: New Delhi 7. Eric E. Otenyo, Nancy S. Lind. (2006). Comparative Public Administration The Essential Readings, Emerald Group Publishing Limited, 8. Farazmand, A (Ed.) (2001) Handbook of Comparative and Development Public Administration (2nd Edition). Marcell Dekker: New York 9. Heady, Ferrel (2001) Public Administration: A Comparative Perspective (6th Edition). Marcel Dekker: New York 10. Kuhlmann & Wollman (2025). Introduction to Comparative Public Administration. (3rd ed.) Edgar Elgar Publishing. 11. Mahajan A. (2024). Public Governance Dynamics: Comparative Administrative System. New Delhi: Sage Publications. 12. Mahajan A. (2022). Comparative Public Administration. New Delhi: Sage Publications. 13. Nadkarni, Vidya and Noonan, Norman C (Eds.) (2013) Emerging Powers in a 14. Ray, S N (2004) Modern Comparative Politics: Approaches, Methods and Issues. Prentice Hall of India: New Delhi 15. Singh D. S. and Singh R. (2014). Comparative Public Administration, New Delhi: Sterling Publications Private 			

	Limited
References/ Readings:	<ol style="list-style-type: none"> 1. Riggs, F W (1961) The Ecology of Public Administration. Asia Publishing House: Bombay 2. Riggs, F W (1964) Administration in Developing Countries: The Theory of Prismatic Society. Houghton Mifflin Co.: Bos 3. Comparative Perspective: The Political and Economic Rise of the BRIC Countries. Bloomsbury Academic: London
Web Resources:	<ol style="list-style-type: none"> 1. Comparison of The Administration Between USA & UK URL: https://www.scribd.com/document/683836531/Comparison-of-the-administration-between-USA-UK Only Open-access links to be included. 2. Administrative system of Japan: 3. https://uncrd.un.org/sites/uncrd.un.org/files/20140319-0320_trg-local-govt-insti-bangladesh_p1_japanese-administrative-system.pdf 4. https://iqac.pdpu.ac.in/NAAC2/Docs/Criteria%20III/3.4.6/Proofs/BPA/sriram.d_BPA 5. Japan%20Executive%20System.pdf 6. Administrative system of UK: 7. chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://api.pageplace.de/preview/DT0400.9781134979974_A24759809/preview-9781134979974_A24759809.pdf 8. DT0400.9781134979974_A24759809/preview-9781134979974_A24759809.pdf 9. Administrative system of France: 10. chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://iqac.pdpu.ac.in/NAAC2/Docs/Criteria%20III/3.4.6/Proofs/BPA/sriram.d_BPA_French%20Executive%20System.pdf 11. Criteria%20III/3.4.6/Proofs/BPA/sriram.d_BPA_French%20Executive%20System.pdf 12. Understanding comparative bureaucracy: 13. https://academic.oup.com/book/39679/chapter-abstract/339671071?redirectedFrom=fulltext

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Title of the Course	Administrative Thought
Course Code	PAD-5005
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

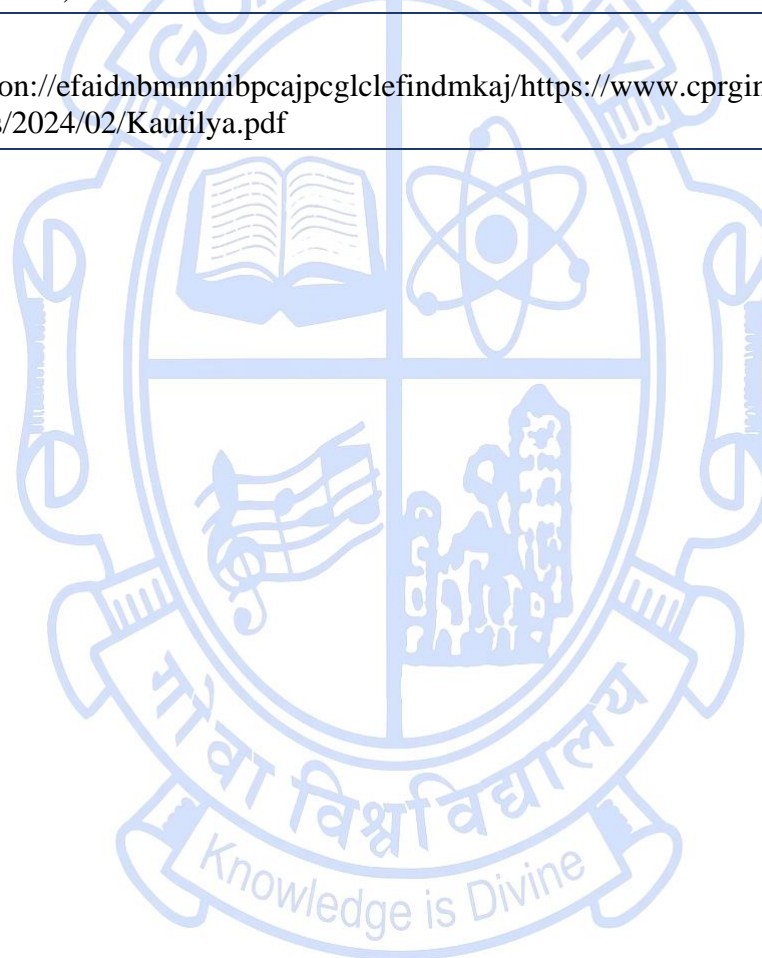
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to classical foundations of public administration through the theories of Kautilya, Wilson, Fayol, Gulick, Urwick, Taylor, Weber, and Marx, focusing on principles, structure, and management techniques. 2. To familiarize students with the human relations and behavioural approaches, highlighting contributions by Elton Mayo, Mary Parker Follett, Chester Barnard, and Herbert Simon in understanding organizational dynamics and decision-making. 3. To explore motivational and managerial theories that emphasize individual and organizational development, through the works of Argyris, Likert, Maslow, Herzberg, McGregor, and Waldo. 4. To analyze contemporary and comparative approaches in public administration, including the ecological, normative-optimum, public choice, and modern management models proposed by Riggs, Dror, Ostrom, and Drucker.

Course Outcomes:	At the end of the course students will be able to	Mapped to PSO		
	CO 1. Explain and critically assess classical theories of public administration and their relevance to modern administrative structures and recruitment practices.	PSO1		
	CO 2. Demonstrate an understanding of behavioural insights in organizational settings and evaluate the role of leadership, communication, and decision-making in public administration.	PSO2		
	CO 3. Apply motivation and systems theories to analyze administrative behavior and institutional performance in public organizations.	PSO2 & PSO3		
	CO 4. Gain the ability to evaluate modern and ecological models of public administration and assess their significance in shaping contemporary administrative thought and policy-making.	PSO2, PSO3 & PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Classical Approach: Kautilya (Principles and elements of Public Administration; Saptanga theory of State; Recruitment and Training)	15	CO1	K1, K2, K3
	1.2 Principles of Management: Woodrow Wilson, Henri Fayol, Luther Gulick and L.B. Urwick ;			
	1.3 Scientific Management: Frederick Winslow Taylor;			
	1.4 Bureaucratic Theory: Max Weber, Karl Marx			
Module 2:	2.1 Human Relations and Behavioural Approach: Elton Mayo (Hawthorne Experiments);	15	CO2	K1, K2, K3, K4, K5
	2.2 Mary Parker Follett (Conflict and Leadership);			
	2.3 Chester I. Barnard (Functions of Executive);			
	2.4 Herbert Simon (Decision making)			
Module 3:	3.1 Chris Argyris (Immaturity-Maturity Theory);	15	CO3	K2. K3,

	3.2 Rensis Likert (Systems Management); Motivation:			K4, K5
	3.3 Abraham Maslow (Needs Hierarchy),			
	3.4 Frederick Herzberg (Motivation – Hygiene),			
	3.5 Douglas McGregor (Theory X and Theory Y);			
	3.6 Dwight Waldo (Administrative State)			
Module 4:	4.1 Fred W. Riggs (Ecological Approach);	15	CO4	K2, K3, K4, K5
	4.2 Peter Drucker (Modern Management);			
	4.3 Vincent Ostrom (Public Choice Theory);			
	4.4 Yehezkel Dror (Normative-Optimum Model)			
Pedagogy:	Lectures, discussions, presentations and field visits to understand the working of urban and rural local bodies, flip classroom.			
Texts:	<ol style="list-style-type: none"> 1. Basu, Rumki. (2019). Public Administration: Concepts and Theories. New Delhi: Sterling Publications. 2. Goel S.L. (2008). Administrative and Management Thinkers. New Delhi: deep and Deep Publications. 3. Hooja R. And Arora, R. (2007). Administrative Theories: Approaches, Concepts and Thinkers in Public Administration. New Delhi: Rawat Publication. 4. Mahajan, A. (2020). Administrative Thinkers. New Delhi: Sage Publications. 5. Maheshwari, S.R. (2003). Administrative Thinkers (2nd Edition). Delhi: Macmillan India Limited. 6. Prasad, D., Prasad, V.S., Satyanaraya, P. and Pardhasaradhi, S. (ed.) (2011). Administrative Thinkers. New Delhi: Sterling 			
References/ Readings:	<ol style="list-style-type: none"> 1. Dong, L. (2015). Public Administration Theories. New York: Palgrave Macmillan. 2. Mitra, Subrata K. (2017). Kautilya's Arthashastra. New Delhi: Rupa Publications. 3. Naidu S.P. (2005). Public Administration: Concept and Theories. New Delhi: New Age International 4. Ostrom, Vincent. And Allen, Barbara. (2007). The Intellectual Crisis in American Public Administration. Alabama: The University of Alabama Press. 5. Petrick, O. (2014). King, Governance and Law in Ancient India: Kautilya's Arthashastra. New Delhi: Oxford University Press. 6. Pugh, Derek S. (ed.) (1990). Organization Theory: Selected Readings. (Third Edition). London: Penguin Business. 			

	<p>7. Riggs, Fred Warren. (1962). Ecology of Public Administration. USA: Asia Publishing House.</p> <p>8. Riggs, Fred Warren. (1964). Administration in Developing Countries: The Theory of Prismatic Society. Boston: Houghton Mifflin.</p> <p>9. Sahni, P. and Vayunandan, E. (2010). Administrative Theory. New Delhi: PHI Learning.</p> <p>10. Sapru, R.K. (2006). Administrative Theories and Management Thought. New Delhi: PHI.</p> <p>11. Waldo, D. (1948). The Administrative State. New York: The Ronald Press Company</p>
Web Resources:	<p>Kautilya: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.cprgindia.org/wp-content/uploads/2024/02/Kautilya.pdf</p>

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Title of the Course	Governance: Theories and Concepts
Course Code	PAD-5006
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. The course intends to introduce students to the basic concepts of governance and its evolution 2. Introduce students to the major theories of governance such as Public Choice, Institutional Theory, Discourse Theory, and Meta-Governance. 3. To analyze real-world governance practices, from local to global levels. 4. To recognize and evaluate key governance challenges, like ensuring participation, accountability, and legitimacy. 5. To Develop your critical thinking skills by connecting theory with current governance issues and reforms 	
Course Outcomes:	At the end of the course students will be able to	Mapped to PSO
	CO 1. Understand the theoretical base of governance,	PSO1
	CO 2. Analyze the conceptual and theoretical issues related to governance	PSO1, PSO2, PSO3,

	CO 3. Comprehend the significance of various practices of governance,		PSO4, PSO5	
	CO 4. Evaluate the dilemmas of governance and the need for collaborative governance.		PSO4, PSO5	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Governance: meaning and evolution of the concept;	15	CO1, CO2	K1, K2
	1.2 Theories – Public Choice			
	1.3 Discourse			
	1.4 Institutional			
	1.5 Meta-governance;			
	1.6 New governance or old governance: a policy style perspective			
Module 2:	2.1 Practices of Governance: Governing without Government,	15	CO3	K3, K4
	2.2 Governance and institutional flexibility,			
	2.3 Governance and administrative reforms,			
	2.4 Partnerships,			
	2.5 Non-governmental Organisations			
	2.6 Global Governance			
Module 3:	3.1 Governance and reform of the state	15	CO3, CO4	K4, K5
	3.2 Governance and institutional flexibility			
	3.3 New Public Management and Governance: A Comparison,			
	3.4 Governance and Innovation in Public Sector,			
	3.5 Governance and state structures			
Module 4:	4.1 Dilemmas of Governance: Legitimacy	15	CO4,	K4, K5

	4.2 Collaborative Governance		CO5	
	4.3 Governance and state capacity			
	4.4 Network Management,			
	4.5 Participation, Social Inclusion			
	4.6 Decentralization			
Pedagogy:	Class lectures, group discussions, flip classroom methods, presentations, flip classroom, special talks/ lectures from experts.			
Texts:	<ol style="list-style-type: none"> 1. Ansell, Christopher and Torfing, Jacob. (ed.) (2022), Handbook on Theories of Governance, UK: Edward Elgar Publishing Limited 2. Bevir, Mark. (2009), Key Concepts in Governance, London: Sage 3. Bevir, Mark. (ed.) (2011), The Sage Handbook of Governance, London: Sage 4. Chakrabarty & Bhattacharya (2008), The Governance Discourse: A Reader, OUP, New Delhi 5. Chhotray, Vasudha and Stoker, Gerry. Governance Theory and Practice: A Cross-Disciplinary Approach, New York: Springer 6. David Levi-Faur (2012). The Oxford Handbook of Governance, Oxford University Press. 7. Levi-Faur, David. (2012), The Oxford Handbook of Governance, New York: Oxford University Press. 8. Peters G. (2006), Handbook of Public Administration, Sage Publication 			
References/ Readings:	<ol style="list-style-type: none"> 1. Hyden G. (2005), Making Sense of Governance, Vikas Books, New Delhi 2. Kjaer, A.M. (2004), Governance, New Jersey: Wiley 			
Web Resources:	<p>Concepts and Theories of Governance: https://www.ombudsman.gov.ph/UNDP4/wp-content/uploads/2013/01/Module_I.pdf</p> <p>Governance and Development https://www.un.org/millenniumgoals/pdf/Think%20Pieces/7_governance.pdf</p> <p>State of Governance: https://www.darpg.gov.in/sites/default/files/sogr_framework.pdf</p> <p>Good Governance: https://ncgg.org.in/sites/default/files/2024-01/GGI_2020-21.pdf</p>			

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Title of the Course	Public Policy
Course Code	PAD-5007
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

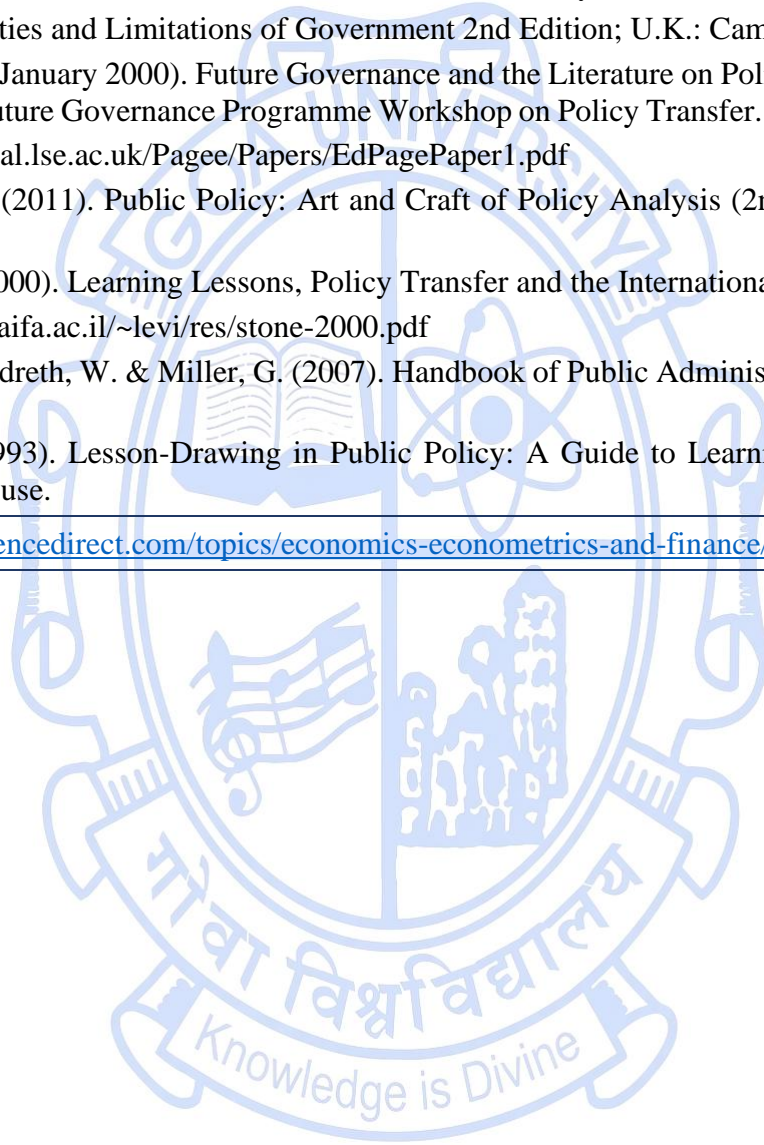
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a conceptual and theoretical understanding of public policy, its evolution, and foundational approaches. 2. To enable students to critically examine the roles of various institutions and stakeholders in the public policy-making process in India. 3. To develop analytical insights into public policy implementation, monitoring mechanisms, and the challenges involved. 4. To equip students with knowledge of policy evaluation techniques and institutional roles in assessing policy impact and effectiveness. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Understand the core concepts and models of public policy and differentiate between key paradigms.	PSO1

	CO 2. Analyse the role of state institutions and non-state actors in the policy-making process at both central and state levels.		PSO1, PSO2	
	CO 3. Evaluate the structures and processes involved in policy implementation, including institutional contributions and bottlenecks.		PSO2, PSO3	
	CO 4. Apply evaluative methods to assess the outcomes of public policies and explain the accountability mechanisms in place for monitoring.		PSO2, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Public Policy: Concept, Significance and Scope; Evolution of Policy Sciences	15	CO1	K2, K3
	1.2 Policy Transfer: Concept, Rationale, Types (Copying, Adaptation, Hybridization and Synthesis)			
	1.3 Policy Analysis: Concept and Significance			
	1.4 Public Policy Approaches and Models with special reference to the Incrementalist and Rationalist Paradigms			
Module 2:	2.1 Public Policy Making Process: Role of Legislature, Executive, Judiciary, Planning Machinery at the Central and State levels in Policy Making	15	CO2	K4
	2.2 Role of other Stakeholders in Policy-making: Political Parties, Interest Groups, Mass-media, Civil Society and International Agencies.			
Module 3:	3.1 Public Policy Implementation, Monitoring and Control: Approaches to Policy Implementation	15	CO3	K5
	3.2 Role of Executive (with special reference to Bureaucracy), Legislature, Judiciary, Non-Governmental Organisations, Pressure Groups			
	3.3 Issues in Policy Implementation			
Module 4:	4.1 Policy Evaluation: Approaches to Policy Evaluation	15	CO4	K3, K5

	4.2 Policy Impact Criteria for Evaluation			
	4.3 Role of Staff, CAG, Parliamentary and Departmental Committees in Evaluation			
	4.4 Issues in Policy Evaluation			
Pedagogy:	Lectures, case studies, policy analysis exercises, seminars and presentations, flip classroom, special talks/ lectures from experts.			
Texts:	<ol style="list-style-type: none"> 1. Anderson, J E. (2005). Public Policy Making (6th ed.). New York: Houghton Mifflin Co. 2. Ayyar, Vaidyanathan R V. (2009). Public Policy Making in India. New Delhi: Pearson. 3. Basu, D.D. (2011). Constitution of India (20th ed.). New Delhi: Prentice Hall of India. 4. Chakraborty, Bidyut & Chand, Parkash (2016). Public Policy: Concept, Theory and Practice. New Delhi: Sage 5. Chand P. & Chakrabarty B. (2024). Public Policy in India. New Delhi: Routledge. 6. Madan, K.D. (1982). Policy Making in Government. New Delhi: Publications Division, Government of India. 7. Mathur, K. (1996). Development Policy and Administration. New Delhi: Sage. 8. Munger, M.C. (2000). Analysing Policy: Choices, Conflicts and Practices. New York: W.W. Norton & Company. 9. Nagel, S.S. (1991). Public Policy: Goals, Means and Methods. New York: St. Martin Press. 10. Nedley, A. (2004). Policy Transfer and the Developing Country Experience Gap: Taking a Southern Perspective. In Mark Evans (Ed.), Policy Transfer in Global Perspective. (pp. 165-187). New York: Routledge. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Chakraborti, Rajesh (2017). Public Policy in India. New Delhi: Oxford University Press 2. Dolowitz, D.P. & Marsh, D. (2000). Learning from Abroad: The Role of Policy Transfer in Contemporary Policy-Making. Governance: An International Journal of Policy and Administration, 13(1), 5-24 3. Dubhashi, P.R. (1986). Policy and Performance. New Delhi: Sage Publications. 4. Dye, T. (2002). Understanding Public Policy. New Delhi: Pearson Education Singapore (Pte) Ltd. 5. Farzmand, Ali. (ed.) (2018). Global Encyclopedia of Public Administration, Public Policy and Governance. Berlin: Springer 6. Gerston, Larry N. (2010); Public Policy Making: Process and Principles. (3rd Edition); U.K.: Routledge 7. Henry, N. (2009). Public Administration and Public Affairs (11th ed.). New Jersey: Prentice Hall. 8. Hill, Michael & Frédéric Varone. (2016). The Public Policy Process. London: Routledge. 			

	<p>9. Hillman, Arye L. (2009); Public Finance and Public Policy: 10. Responsibilities and Limitations of Government 2nd Edition; U.K.: Cambridge University Press 11. Page, E.C. (January 2000). Future Governance and the Literature on Policy Transfer Lesson Drawing. Prepared for the ESRC Future Governance Programme Workshop on Policy Transfer. London: Britannia House. Retrieved from: 12. http://personal.lse.ac.uk/Pagee/Papers/EdPagePaper1.pdf 13. Sapru, R.K. (2011). Public Policy: Art and Craft of Policy Analysis (2nd ed.). New Delhi: Prentice Hall of India learning. 14. Stone, D. (2000). Learning Lessons, Policy Transfer and the International Diffusion of Policy Ideas. 15. http:// poli.haifa.ac.il/~levi/res/stone-2000.pdf 16. Rabin J., Hildreth, W. & Miller, G. (2007). Handbook of Public Administration (3rd ed.). Florida: Taylor & Francis Group. 17. Rose, R. (1993). Lesson-Drawing in Public Policy: A Guide to Learning Across Time and Space. New Jersey: Chatham House.</p>
Web Resources:	https://www.sciencedirect.com/topics/economics-econometrics-and-finance/public-policy

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Discipline Specific Elective Courses

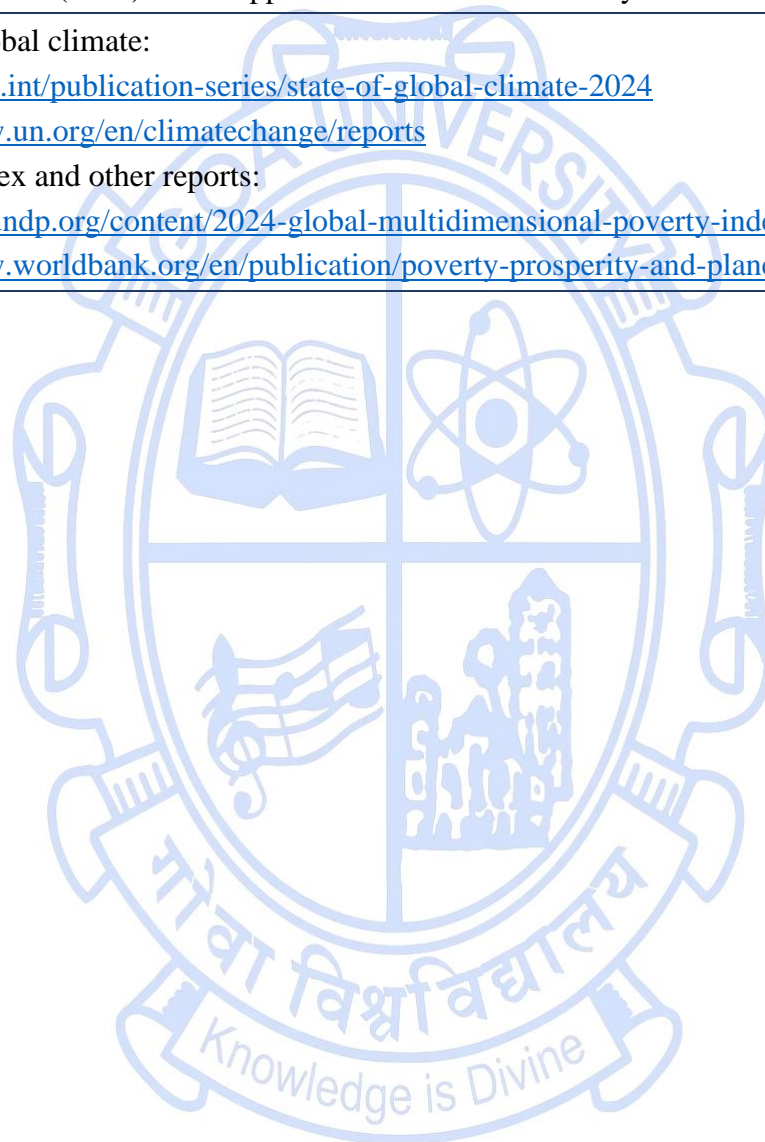
Title of the Course	International Political Economy	
Course Code	PAD-5205	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to key theories of International Political Economy (IPE), including Liberalism, Realism, and Marxism, along with their evolution and contemporary critiques. 2. To develop a critical understanding of alternative IPE perspectives such as Feminist and Critical IPE and their relevance in global contexts. 3. To examine the structure, functioning, and challenges of multilateral economic institutions and regional economic blocs. 4. To enable students to analyze the role of non-state actors and transnational issues impacting the global political economy. 	
Course Outcomes:	At the end of the course students will be able:	Mapped to PSO

	CO 1. Identify and compare foundational IPE theories and explain their contemporary relevance.		PSO 1
	CO 2. Critically evaluate the impact of multilateral institutions and regional formations on the global economy.		PSO 2
	CO 3. Analyze the influence of transnational actors, including TNCs and NGOs, in shaping international economic relations.		PSO 3
	CO 4. Interpret and assess the implications of current global challenges—such as climate change, migration, and digital technologies—on the international political economy.		PSO 4
Content:		No of hours	Mapped to CO
Module 1:	1.1 Definition and Theories (Liberalism, Realism, Marxism and their contemporary contexts)	15	CO1
	1.2 Critical International Political Economy (IPE)		
	1.3 Feminist IPE		
	1.4 Evolution and Schools of IPE		
Module 2:	2.1 Multilateral Economic Institutions and Problems: World Trade Organization (WTO)	15	CO2
	2.2 IMF and World Bank, Structures, Evolution and Problems		
	2.3 Political Economy of Regionalism: Theorizing Regionalism and its variants, European Union, ASEAN, NAFTA, RCEP, BRICS,		
	2.4 Regionalism versus Globalism		
Module 3:	3.1 Non-State Actors in International Political Economy	15	CO3
	3.2 Transnational Corporations (TNCs)		
	3.3 Non Governmental Organizations (NGOs)—National and International		

	3.4 Protest Movements.			
Module 4:	4.1 Transnational Issues: Migration, Human Rights,	15	CO 4	K3. K4. K5
	4.2 Poverty, Food Security			
	4.3 Climate Change, Energy Security			
	4.4 Contemporary Debates: Globalization and its discontents			
	4.5 Global Financial Crisis			
	4.6 Digital Technology and impact on IPE (Virtual Communities, Artificial Intelligence, Crypto-currencies)			
Pedagogy:	Presentations, special talks/ lectures and interaction with experts, case studies, departmental visits and discussions, flip classroom,			
Texts:	<ol style="list-style-type: none"> 1. Bhayana, S. S. and Singh S. (2016). Public Personnel and Financial Administration (4th ed.). Jalandhar: New Academics. 2. Davar, Rustom S. (2008). Personnel Management and Industrial Relations in India (2nd ed.). New Delhi: Vikas Publishing House. 3. Flippo, E. (2008). Principles of Personnel Management (4th ed.). Kogakusha: McGraw Hill. 4. Goel, S. L. and Rajneesh, S. (2002). Public Personnel Administration. New Delhi: Sterling. 5. Stahl, O. Glenn. (1971). Public Personnel Administration (6th ed.). New Delhi: Oxford and IBH Publishing. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Government of India, 2nd Administrative Reforms Commission. (2010). 10th Report: Refurbishing of Personnel Administration - Scaling New Heights. New Delhi: Manager of Publications. https://darpg.gov.in/sites/default/files/personnel_administration10.pdf 2. Government of India. (1988). Report of the Commission on Centre-State Relations. Nasik: General Manager. 3. Koontz, H and O'Donnell, Cyril. (2008). Principles of Management (5th ed.). Tokyo: McGraw Hill. 4. Pigors, P. and Myers, C.A. (1969). Personnel Administration: A Point of View and a Method (6th ed.). Kogakusha: McGraw Hill. 5. Rouse, John E. (2008). Public Administration in American Society. Michigan: Gale Research. Saxena, A.P. (2010). Training and Development in Government. New Delhi. 			

	6. United Nations. (2008). New Approaches to Personnel Policy for Development. New York.
Web Resources:	<ol style="list-style-type: none"> 1. State of Global climate: 2. https://wmo.int/publication-series/state-of-global-climate-2024 3. https://www.un.org/en/climatechange/reports 4. Poverty Index and other reports: 5. https://hdr.undp.org/content/2024-global-multidimensional-poverty-index-mpi 6. https://www.worldbank.org/en/publication/poverty-prosperity-and-planet

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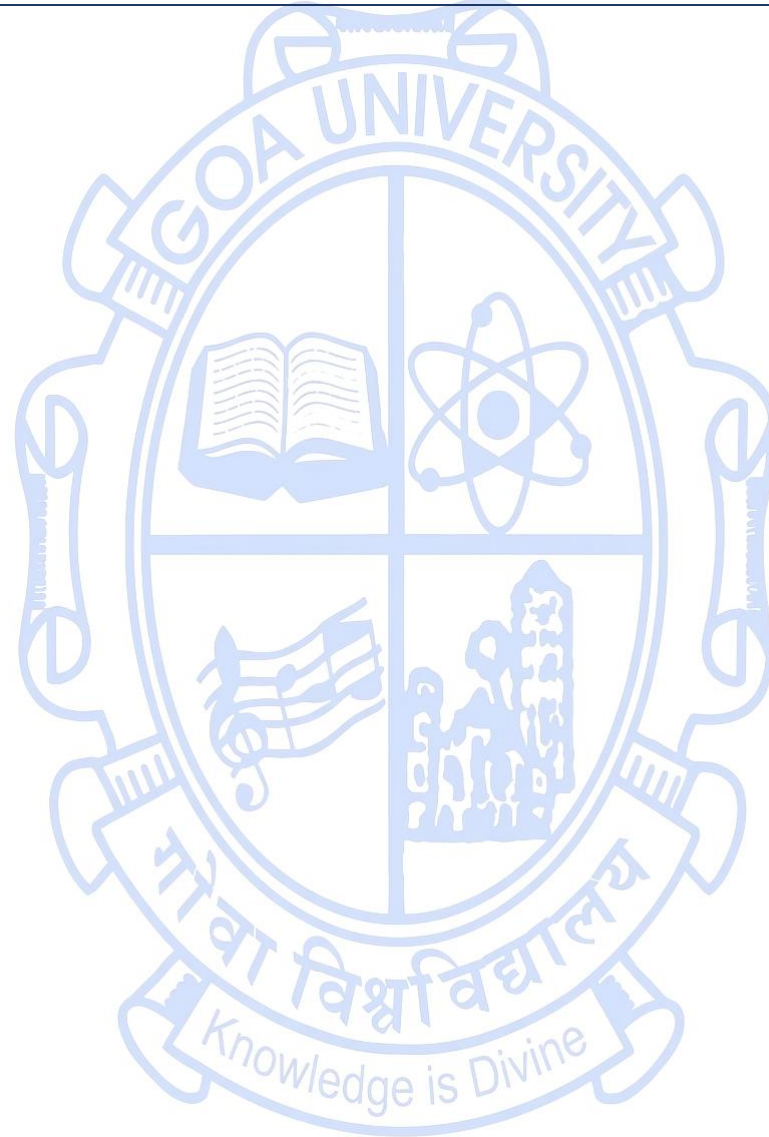
Title of the Course	Gender, Development, and the State
Course Code	PAD-5206
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	'Nil'	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to global and national frameworks on women's development and empowerment, including the Beijing Platform for Action, empowerment theories, and gendered impacts of globalization. 2. To examine key issues related to women's rights and livelihoods, such as land rights, feminization of labour and poverty, and the gender dimensions of the Sustainable Development Goals (SDGs). 3. To equip students with tools for gender analysis and understanding gender-responsive governance, including frameworks for gender budgeting, mainstreaming, and critiques of policies and programmes in India. 4. To encourage critical evaluation of gender implications in state-specific policies, with a focus on Goa's budget, development policies, and major economic sectors like tourism, mining, and infrastructure. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Explain major international and national discourses on women's empowerment and critically analyze development theories from a gendered perspective.	PSO 1, PSO 2 & PSO 3

	CO 2. Demonstrate the ability to assess gendered socio-economic issues, including labour dynamics, poverty, and livelihood challenges in both formal and informal sectors.		PSO 1 & PSO 4	
	CO 3. Gain proficiency in applying gender analysis frameworks, evaluating public policies through a gender lens, and understanding institutional mechanisms for women's development in India.		PSO 2 & PSO 4	
	CO 4. Critically analyze Goa's development policies and sectors, identifying their gender impacts and proposing inclusive, redistributive policy alternatives.		PSO 2, PSO 3 & PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Evolution of Gender and Development Approaches	15	CO1, CO2	K1, K2
	1.1 The 4th World Conference on Women (Beijing, 1995)			
	1.2 Development Approaches to Gender			
	1.3 Structural Adjustment Programmes and Gender			
	1.4 Women's Empowerment			
	1.5 Theories of Development			
	1.6 Globalization and Women in India			
1.7 National Policy for Women				
Module 2:	Gender, Economy and Development Goals	15	CO 3	K3
	2.1 Women and Land Rights			
	2.2 Feminization of Labor			
	2.3 Livelihood and Gender			
	2.4 Feminization of Poverty			
	2.5 Millennium Development Goals			
2.6 Sustainable Development Goals				

Module 3:	Gender Analysis and Policy Implementation	15	CO 4, CO 5	K4, K5
	3.1 Gender Analysis Frameworks			
	3.2 Gender Mainstreaming			
	3.3 Evolution in India (2005 onwards)			
	3.4 Gender Policy Analysis			
	3.5 Development Policy in India			
	3.6 Institutional Mechanisms			
3.7 Women and Microfinance				
Module 4:	Regional Focus - Gender and Development in Goa	15	CO 5, CO 6	K5, K6
	4.1 Gender Budgeting in Goa			
	4.2 Tourism Policy and Gender			
	4.3 Extractive Industries and Gender			
	4.4 Development Projects in Goa			
	4.5 Women's Organizations and State Response			
4.6 Applied Project Work				
Pedagogy:	Lectures and Discussions, Case Study Analysis, Field-based Learning, Collaborative Projects, Problem-based Learning & Reflective Practice, Special talks/ lectures from experts, Flip classroom.			
Texts:	<ol style="list-style-type: none"> 1. Agarwal, B. (2021). <i>Gender Inequality in Land Ownership and Control in India</i>. Oxford University Press. 2. Chakraborty, L. (2016). <i>Gender Responsive Budgeting in India: What Has Worked and What Has Not</i>. National Institute of Public Finance and Policy. 3. Desai, N., & Thakkar, U. (2022). <i>Women in Indian Society</i>. National Book Trust. (Key reference for UGC NET) 4. Government of India. (2016). <i>National Policy for Women</i>. Ministry of Women and Child Development. 5. Kabeer, N. (2017). <i>Reversed Realities: Gender Hierarchies in Development Thought</i>. Verso Books. 6. Moser, C. (2018). <i>Gender Planning and Development: Theory, Practice and Training</i>. Routledge. 			

	<p>7. Nussbaum, M. (2019). <i>Women and Human Development: The Capabilities Approach</i>. Cambridge University Press.</p> <p>8. Sharma, K. (2020). <i>Gender, Development and the State in India</i>. Sage Publications.</p> <p>9. UN Women. (1995). <i>Beijing Declaration and Platform for Action</i>. United Nations.</p> <p>10. UNDP. (2023). <i>Gender Inequality Index</i>. United Nations Development Programme.</p> <p>11. Laxmikanth, M. (2023). <i>Public Administration for Civil Services Examinations</i>. McGraw Hill Education.</p> <p>12. Prasad, K., & Choudhary, V. (2022). <i>UGC NET/JRF/SET Public Administration</i>. Arihant Publications.</p> <p>13. Sharma, M. P., & Sadana, B. L. (2023). <i>Public Administration in Theory and Practice</i>. Kitab Mahal.</p> <p>14. Singh, H. (2022). <i>Public Administration: Concepts and Theories</i>. New Age International Publishers.</p> <p>15. IGNOU Study Material for MPA-018: Gender and Development. (Latest Edition).</p>
References/ Readings:	<p>2. Agnes, F. (2018). <i>Law, Justice and Gender: Family Law and Constitutional Provisions in India</i>. Oxford University Press.</p> <p>3. Batliwala, S. (2016). <i>Engaging with Empowerment: An Intellectual and Experiential Journey</i>. Women Unlimited.</p> <p>4. Datta, R., & Kornberg, J. (Eds.). (2021). <i>Women in Developing Countries: Assessing Strategies for Empowerment</i>. Lynne Rienner Publishers.</p> <p>5. Desai, S., & Dubey, A. (2020). <i>Human Development in India: Challenges for a Society in Transition</i>. Oxford University Press.</p> <p>6. Dube, L. (2019). <i>Women and Kinship: Comparative Perspectives on Gender in South Asia</i>. United Nations University Press.</p> <p>7. Jain, D., & Elson, D. (2017). <i>Harvesting Feminist Knowledge for Public Policy</i>. Sage Publications.</p> <p>8. Kothari, U. (Ed.). (2019). <i>A Radical History of Development Studies: Individuals, Institutions and Ideologies</i>. Zed Books.</p> <p>9. Krishnaraj, M. (2018). <i>Women and Work in India</i>. Economic and Political Weekly.</p> <p>10. Moghadam, V. M. (2020). <i>Globalizing Women: Transnational Feminist Networks</i>. Johns Hopkins University Press.</p> <p>11. Sen, G., & Grown, C. (2017). <i>Development, Crises, and Alternative Visions: Third World Women's Perspectives</i>. Routledge.</p>
Web Resources:	<p>https://www.worldbank.org/en/olc/course/40246</p> <p>https://www.unesco.org/en/gender-equality/tools</p>



Title of the Course	Local Governance in India
Course Code	PAD-5207
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a foundational understanding of the meaning, significance, historical evolution, and structural framework of local self-government in India, with specific reference to Goa. 2. To enable students to understand the concept and challenges of urbanisation, the structure and functions of urban local bodies, and to critically evaluate urban governance reforms and development programmes such as the 74th Constitutional Amendment, AMRUT, DAY-NULM, and Smart Cities. 3. To provide students with an in-depth understanding of rural development perspectives, policies, and strategies, the structure and role of Panchayati Raj Institutions, and to critically assess the 73rd Constitutional Amendment and key rural development programmes such as MGNREGA, DAY-NRLM, and other flagship initiatives. 4. To equip students with an understanding of the financial, administrative, and planning dimensions of local governance, including rural-urban linkages, decentralised planning mechanisms, and institutional oversight structures.

Course Outcomes:	At the end of the course students will be able to	Mapped to PSO		
	CO 1. Understand the concepts, evolution and structure of local self-government in India	PSO1		
	CO 2. Analyze the trends and challenges of urbanisation, explain the roles and structures of urban local bodies, and critically evaluate the urban development programmes.	PSO2, PSO3		
	CO 3. Critically analyze the framework and functioning of rural governance in India, evaluate the impact of the 73rd Constitutional Amendment, and assess the effectiveness of major rural development programmes in addressing rural challenges.	PSO2, PSO3, PSO4		
	CO 4. Critically assess the dynamics of rural-urban relationships, evaluate local government finances and the role of the State Finance Commission, and analyze the impact of decentralised planning and administrative reforms on local governance.	PSO3, PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning and significance of Local Self Government;	15	CO1	K1, K2
	1.2 Historical development and landmarks in the evolution of Local Government			
	1.3: 73 rd and 74 th constitutional amendment Acts			
	1.4: Goa Panchayati Raj Act (1994)			
	1.5: Goa Municipality Act (1968), The City of Panaji Corporation Act, 2002			
	1.6: Structures of local government in India and Goa.			
Module 2:	2.1 Urbanisation: Concept, Trends & Challenges;	15	CO2	K1, K2, K3
	2.2 Structure, Function and Role of Urban Local Bodies: Municipal Corporation; Municipal Council/Committee; Nagar Panchayat;			
	2.3 Critical Evaluation of 74 th Constitutional Amendment Act;			
	2.4 Urban Development Programmes: Atal Mission for Rejuvenation and Urban Transformation (AMRUT)			

	2.5 Deendayal Antyodaya Yojna – National Urban Livelihoods Mission (DAYNULM); Smart Cities			
Module 3:	3.1 Rural Development: Perspectives, Policy & Strategies; Structure,	15	CO3	K2, K3, K4, K5
	3.2 Functions and Role of Panchayati Raj Institutions;			
	3.3 Critical evaluation of the 73 rd Constitutional Amendment Act;			
	3.4 Rural Problems and Challenges;			
	3.5 Rural Development Programmes: Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA); Deendayal Antyodaya Yojna			
	3.6 National Rural Livelihoods Mission (DAYNRLM) and major flagships programmes			
Module 4:	4.1 Rural-Urban Relationship;	15	CO4	K2, K3, K4, K5
	4.2 Local Government Finances; State Finance Commission;			
	4.3 State Control over Local Bodies;			
	4.4 Administrative Reforms in Local Governance;			
	4.5 Decentralized Planning, District Planning Committees; Committees of urban and rural local bodies			
Pedagogy:	Lectures, discussions, presentations, field visits to understand the working of urban and rural local bodies, special talks/ lectures from experts and flip classroom.			
References/ Readings:	<ol style="list-style-type: none"> ---- (1986). Panchayati Raj Bureaucracy and Rural Development. New Delhi: IIPA. ---- (1996). New Panchayati Raj in Action. New Delhi: Mittal Publication. Alok V.N. (2021). Fiscal decentralization in India: An Outcome Mapping of State Finance Commissions. Singapore: Palgrave MacMillan Alok V.N. (2013). Strengthening of Panchayats in India: Comparing Devolution Across States. New Delhi: IIPA. Burns, D. et. Al. (1994). The Politics of Decentralisation: Revitalising Local Democracy. London: Macmillan. Cheema, G. S. & Poinelli D. (1983). Decentralisation and Development Policy Implementation in Developing Countries. Ed. London: Sage. 			

	<ol style="list-style-type: none"> 7. Chaturvedi, T. N & Datta, Abhijit. (1984). Local Government. New Delhi: IIPA. 8. Chakrabarty and Pandye (2018). Local Governance in India. New Delhi: Sage Publications. 9. Hochgesang, T. W. (1994). Rural Local Self-Government in India. Hyderabad: NIRD. 10. Oakley, P et. Al. (1984). Approaches to Participation in Rural Development. Geneva: I.L.O. 11. Oakley, P. (1991). Projects with People: The Practice of Participation in Rural Development. Geneva: I.L.O. 12. Oommen, M. A. & Datta, A. (1995). Panchayats and their Finance. New Delhi: ISS. 13. Oommen, M. A. (1995). Devolution of Resources from the State to the Panchayati Institutions. New Delhi: ISS. 14. Sivaramakrishnan, K. C. (1993). Ed. Urbanisation in India: Basic Services and People's Participation. New Delhi: ISS.
Texts:	<ol style="list-style-type: none"> 1. Ahluwalia, Isher Judge. (2017). Urbanisation in India. New Delhi: Sage. 2. Arora, R. K. & Goyal, R. (1996). Indian Public Administration. New Delhi: Vishwa Prakashan. 3. Aziz, A. (1996). Decentralised Governance in Asian Countries. Ed. New Delhi: Sage. 4. Bhadouria, B. D. S. & Dubey, V. P. (1989). Panchayati Raj and Rural Development. New Delhi: Commonwealth Publishers. 5. Bhattacharya, Mohit. (1976). Management of Urban Government in India. New Delhi: Uppal. 6. Khanna, B. S. (1992). Rural Development in South Asia. 4 Volumes. New Delhi: Deep and Deep. 7. Maheshwari, S. R. (2003). Local Government in India. Agra: Lakshmi Narain Aggarwal. 8. Mathew, G. (1994). Panchayati Raj in India: From Legislation to Movement. New Delhi: ISS. 9. Mathur, S. N. (1997). Nyaya Panchayats as Instruments of Justice. New Delhi: ISS. 10. Sachdeva, Pradep. (2011). Local Government in India. Delhi: Pearson
Web Resources:	<ol style="list-style-type: none"> 1. Chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.iipsindia.ac.in/sites/default/files/IIPS_Working_Paper_No_17.pdf 2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.aau.in/sites/default/files/Unit%204%20RURAL%20DEVELOPMENT.pdf 3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.cifor-icraf.org/publications/pdf_files/interlaken/Compilation.pdf 4. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.imf.org/external/pubs/ft/wp/2015/wp1559.pdf

SEMESTER III

Research Specific Elective (RSE) Courses

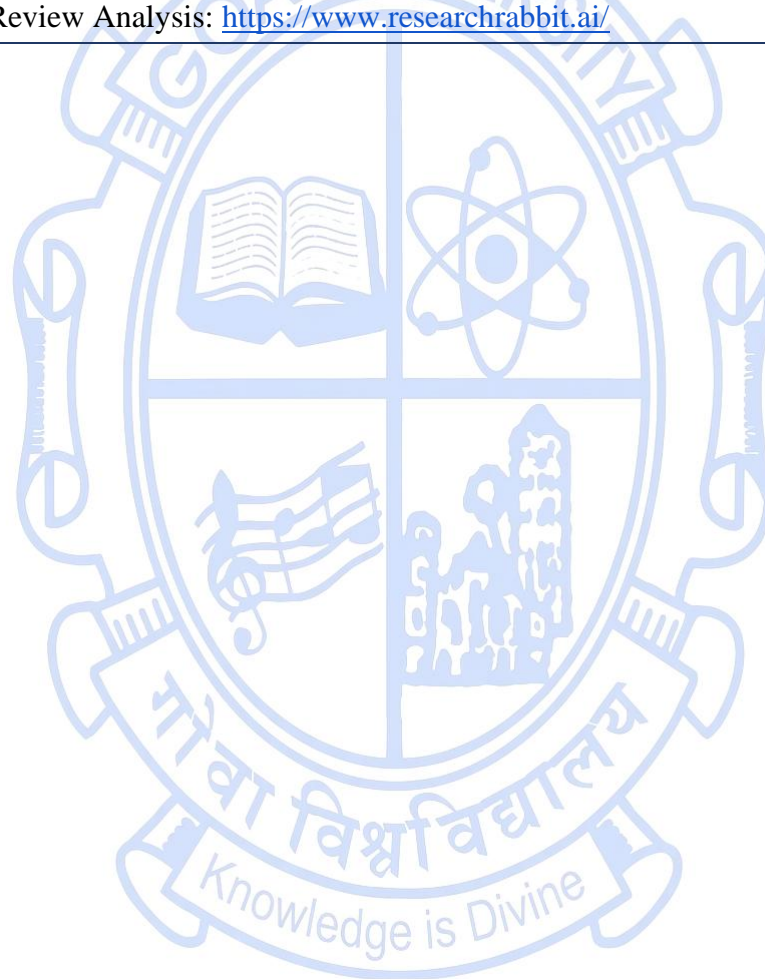
Title of the Course	Qualitative and Quantitative Research Methodology
Course Code	PAD-6000
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course:	No
Bridge Course/ Value added Course:	No
Course for advanced learner:	Yes
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. To equip students with a comprehensive understanding of both qualitative and quantitative research methods.2. To familiarize students with the philosophical, theoretical, and practical foundations of social science research.3. To enable students to design and implement research projects systematically.4. To develop the ability to use statistical and qualitative tools for data collection, analysis, and interpretation.5. To train students in the use of research software for practical applications.

Course Outcomes:		Mapped to PSO		
	CO 1. Understand the steps, concepts, and types of research.	PSO1		
	CO 2. Comprehend the various methods, tools, and sources of qualitative research.	PSO2		
	CO 3. Attain knowledge of quantitative research methods and statistical tools.	PSO2		
	CO 4. Design research projects using both qualitative and quantitative methods and ethical consideration	PSO2, PSO4		
	CO 5. Utilize data analysis software for research projects.	PSO2, PSO3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Research- Meaning, Types and Steps.	15	CO1	K1, K2
	1.2 Variables: Types and Role in Research; Unit of Analysis.			
	1.3 Sampling Techniques: Probability and Non-probability.			
	1.4 Data Sources: Primary and Secondary Sources			
Module 2:	2.1 Validity and Reliability in Research: Meaning and Types	15	CO1, CO4	K1, K2, K3
	2.2 Key Principles of Ethics in Research			
	2.3 Ethical Practices in Research			
Module 3:	3.1 Qualitative Research- conceptual background, advantages and disadvantages.	15	CO2, CO4, CO5	K2, K3, K4
	3.2 Data Collection: Participant Observation, Focus Group Discussion (FGD), Interviews (structured, semi-structured, unstructured).			
	3.3 Methods: Ethnography, Case Study, Grounded Theory, Oral History, Narratives.			
	3.4 Techniques: Discourse Analysis, Content Analysis, Thematic Analysis.			

	3.5 Use of Unconventional Sources (diaries, visual material, digital ethnography)			
Module 4:	4.1 Introduction to Quantitative Research and Data Sources.	15	CO3, CO4, CO5	K2, K3, K4, K5
	4.2 Descriptive Statistics: Mean, Median, Mode, Variability.			
	4.3 Hypothesis Testing: Meaning, Null & Alternative Hypothesis, Errors, Level of Significance.			
	4.4 Correlation and Regression			
	4.5 Parametric Tests and Non-parametric Tests			
Pedagogy:	<ul style="list-style-type: none"> ● Interactive lectures ● Research design workshops ● Hands-on data analysis sessions (software-based) ● Case studies and simulation exercises ● Field-based assignments 			
Texts	<ol style="list-style-type: none"> 1. Valerie Sheppard (2020). Research Methods for the Social Sciences: An Introduction. https://pressbooks.bccampus.ca/jibcresearchmethods/ 2. Matthew J. C. Crump et al., adapted by Thomas Hulst & Thanos Kostopoulos. Quantitative Research Methods & Analysis. https://thomashulst.github.io/quantrma/index.html 			
References/ Readings:	<ol style="list-style-type: none"> 1. Ahuja, Ram (2003). <i>Research Methods</i>. Jaipur: Rawat. 2. Denzin, N. K., & Lincoln, Y. S. (2018). <i>The Sage Handbook of Qualitative Research</i>. Thousand Oaks: Sage Publications. 3. Goode, W. J. & Hatt, P.K. (2006). <i>Methods in Social Research</i>. New Delhi: McGraw Hill. 4. Gupta, S.P. (2001). <i>Statistical Methods</i>. New Delhi: Sultan Chand & Sons. 5. Kothari, C.R. (2004). <i>Research Methodology: Methods and Techniques</i>. New Delhi: New Age International. 6. Nachmias, D. & Nachmias, C. (1981). <i>Research Methods in the Social Sciences</i>. New York: St. Martin's Press. 7. Salkind, N. J. (2000). <i>Statistics for People Who (Think They) Hate Statistics</i>. Sage Publications. 			

	8. Silverman, David (2012). <i>Qualitative Research: Issues of Theory, Method and Practice</i> . 3rd ed. Sage Publications. Young, P. V. (2007). <i>Scientific Social Research and Surveys</i> . Asia Publishing House.
Web Resources:	1. Literature Review: https://www.zotero.org/ 2. SPSS Guide Book: https://www.ibm.com/docs/en/SSLVMB_28.0.0/pdf/IBM_SPSS_Statistics_Brief_Guide.pdf 3. Literature Review Analysis: https://www.researchrabbit.ai/

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Title of the Course	Policy Analysis: Monitoring and Evaluation
Course Code	PAD-6001
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-2026
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No
Pre-requisites for the Course:	NIL
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the conceptual foundations, evolution, and scope of policy analysis and evaluation within the context of public administration. 2. To examine key frameworks, models, typologies, and analytical techniques used in policy analysis and evidence-based policymaking. 3. To analyse the principles, methods, and institutional mechanisms involved in policy monitoring and evaluation in India and globally. 4. To evaluate emerging trends, ethical issues, and challenges in conducting policy analysis and evaluation in developing democracies.

Course Outcomes:	At the end of the course, the student will be able:	Mapped to PSO		
	CO 1. Explain the meaning, evolution, and theoretical frameworks of policy analysis and evaluation.	PSO1		
	CO 2. Apply appropriate analytical and evaluative tools to examine public policies and programs.	PSO2, PSO3		
	CO 3. Assess the effectiveness of institutional and participatory mechanisms for monitoring and evaluation in governance.	PSO3, PSO4		
	CO 4: Critically evaluate ethical dilemmas, constraints, and contemporary challenges in policy analysis and evaluation practice.	PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Policy Analysis: Meaning, Nature, and Scope	15	CO 1	K1, K2
	1.2 Evolution of Policy Sciences (Lasswell, Dunn, Bardach)		CO2	
	1.3 Policy Analysis Frameworks		CO1, CO2	
	1.4 Policy Typologies and Models (Rational, Incremental, Systems Theory, Advocacy Coalition)		CO 1	
	1.5 Policy Evaluation: Concept and Importance		CO 1	
Module 2:	2.1 Steps in Policy Analysis	15	CO 2	K3
	2.2 Analytical Techniques in Policy Analysis		CO 2	
	2.3 Quantitative and Qualitative Tools in Policy Analysis		CO 2	
	2.4 Data Sources for Policy Research and Evidence-Based Policy Making		CO2, CO3	
	2.5 Actors and Institutions in Policy Process		CO 2	

	2.6 Ethics in Policy Analysis and Evaluation		CO 2	
Module 3:	3.1 Monitoring and Evaluation: Concepts, Objectives, and Frameworks	15	CO 3	K4, K5
	3.2 Indicators and Performance Measurement		CO 3	
	3.3 Participatory Monitoring and Evaluation		CO 3	
	3.4 Institutional Mechanisms for Policy Evaluation in India		CO 3	
Module 4:	4.1 Emerging Trends in Policy Analysis	15	CO 4	K5, K6
	4.2 Ethical Considerations in Policy Evaluation: Integrity, Accountability, Transparency		CO 4	
	4.3 Political and Administrative Constraints in Policy Evaluation		CO 4	
	4.4 Challenges of Evaluation in Developing Democracies		CO 4	
Pedagogy:	Lectures, policy analysis exercises, field visits, discussions, Case Studies			
Texts:	<ol style="list-style-type: none"> 1. Majone, G. (1989). Evidence, argument, and persuasion in the policy process. Yale University Press. 2. Vedung, E. (2017). Public policy and program evaluation. Routledge. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Weimer, D. L., & Vining, A. R. (2017). Policy analysis: Concepts and practice (6th ed.). Routledge. 2. Parsons, W. (2002). Public policy: An introduction to the theory and practice of policy analysis. Edward Elgar. 3. Howlett, M., Ramesh, M., & Perl, A. (2020). Studying public policy: Principles and processes (4th ed.). Oxford University Press. 4. United Nations Development Programme. (2019). Handbook on planning, monitoring, and evaluating for development results. UNDP. 			
Web Resources:	<ol style="list-style-type: none"> 1. https://www.oecd.org/governance/ 2. https://dmeo.gov.in/ 3. https://www.undp.org/evaluation 4. https://data.gov.in/ 			

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Title of the Course	Project Management
Course Code	PAD-6002
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course:	No
Bridge Course/ Value added Course:	No
Course for advanced learners:	Yes

Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none"> 1. Provide a comprehensive understanding of the fundamental processes, principles, and techniques involved in project management across various sectors. 2. Equip students with practical knowledge and hands-on exposure to project planning, execution, and control methods. 3. Enable students to apply project management terminologies, frameworks, and conceptual tools effectively in real-world contexts. 4. Develop the ability to design and prepare project proposals tailored to diverse administrative and developmental domains. 5. Build analytical competence in project evaluation techniques such as PERT and CPM for effective project monitoring and assessment.

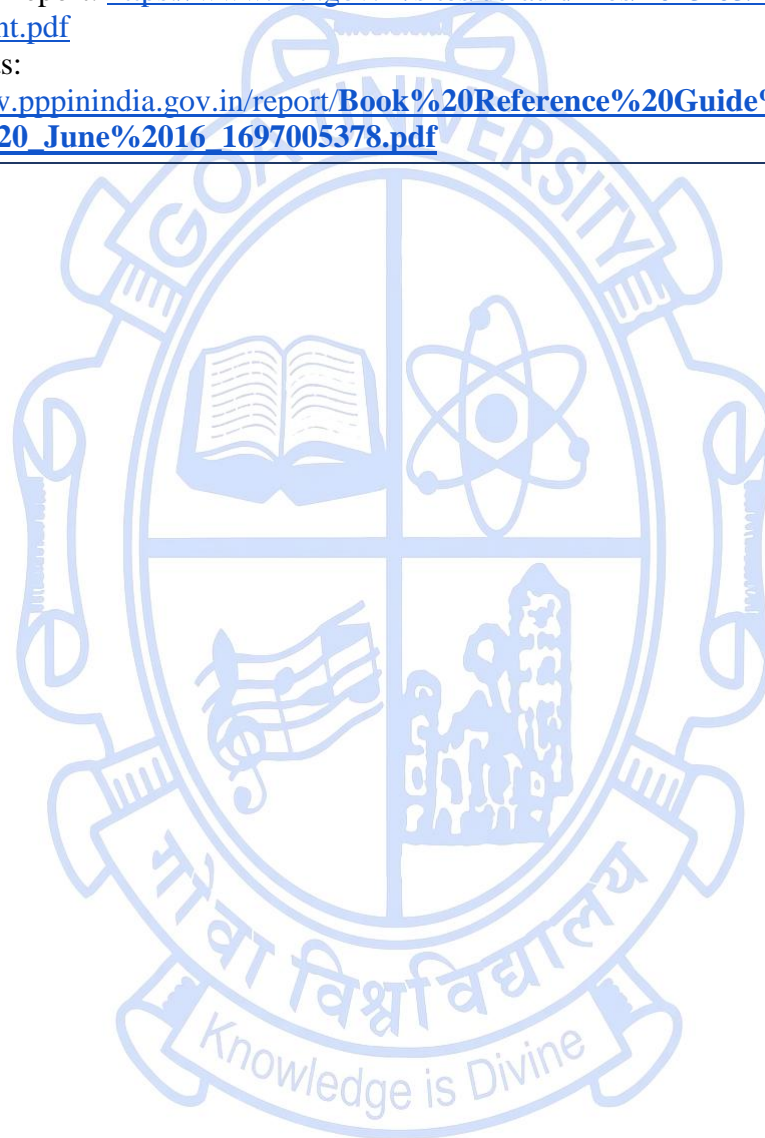
Course Outcomes:		Mapped to PSO		
	CO 1. Understand the processes and techniques of project management.	PSO1, PSO3		
	CO 2. Obtain practical knowledge about project management.	PSO2, PSO3		
	CO 3. Apply project management terminologies and concepts in practice.	PSO2, PSO3		
	CO 4. Acquire skills in designing project proposals for various domains.	PSO2, PSO4		
CO 5. Develop abilities in project evaluation techniques such as PERT and CPM.	PSO2, PSO3			
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Concept and Nature of Projects: Types, Characteristics, Project Life Cycle.	15	CO1, CO2	K1, K2, K3
	1.2 Prerequisites for Successful Project Implementation and Control.			
	1.3 Generation and Screening of Project Ideas.			
	1.4 Resource Allocation Framework			
Module 2:	2.1 Market and Demand Analysis: Tools and Techniques.	15	CO2, CO3, CO4	K2, K3, K4
	2.2 Technical Analysis: Capacity, Technology, Inputs, and Location.			
	2.3 Financial Analysis: Cost Estimates, Sources of Finance, and Break-even Analysis.			
	2.4 Project Cash Flow and Appraisal Criteria, Cost of Capital.			
	2.5 Time Value of Money: NPV, IRR, BCR, and Payback.			
Module 3:	3.1 Project Risk Analysis: Types, Quantification, and Sensitivity Analysis.	15	CO3, CO4, CO5	K3, K4, K5
	3.2 Social Cost-Benefit Analysis: Rationale, Methods, and Applications.			
	3.3 Shadow Pricing: Concepts and Applications in India.			
	3.4 Case Studies on Project Selection and Social Appraisal.			

Module 4:	4.1 Project Management Techniques: Network Analysis (PERT/CPM).	15	CO4, CO5	K3, K4, K5, K6
	4.2 Project Monitoring and Review Mechanisms.			
	4.3 Integrated Cost Planning and Budgeting.			
	4.4 Monitoring and Reporting Systems.			
	4.5 Project Evaluation: Ex-ante, Concurrent, and Ex-post.			
Pedagogy:	<ul style="list-style-type: none"> • Interactive lectures with multimedia support • Case studies and real-life project analysis • Group discussions and problem-solving sessions • Guest lectures from industry practitioners 			
Texts	<ol style="list-style-type: none"> 1. A Guide to the Project Management Body of Knowledge (PMBOK Guide), 7th Edition — Project Management Institute (2021) 2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling — Harold Kerzner (latest editions) 			
References/ Readings:	<ol style="list-style-type: none"> 1. Burke, Rory (2004). Project Management: Planning and Control Techniques. Singapore: John Wiley & Sons Asia (Pvt Ltd.). 2. Choudhry, Sadan (1988). Project Scheduling and Monitoring in Practice. Delhi: South Asian Publishers. 3. Clifton, David S. and Fyefe, David E. (1977). Project Feasibility Analysis. New York: John Wiley. 4. Harrison, F.L. (1992). Advance Project Management (2nd ed.). London: Gower. 5. Little, I.M.D. and Mirlees, J.A. (1976). Project Appraisal and Planning for Development Countries. London: Heinemann Educational Books. 6. Lock, Dennis (2007). Project Management. England: Gower. 7. Planning Commission (1975). Guidelines for Preparation of Feasibility Reports of Industrial Projects. Delhi: Government of India. 8. Prasanna, Chandra (1995). Projects: Preparation; Appraisal, Implementation. New Delhi: Tata McGraw Hill 9. Srinath, L.S. (1996). PERT and CPM – Principles and Applications. New Delhi: Affiliated East West Press. 10. UNIDO (1978). Guide to Practical Project Appraisal: Social Benefits Cost Analysis, Project Formulation and Evaluation. Delhi: Oxford and IBH. 			

Web Resources:

1. Task Force Report: <https://www.niti.gov.in/sites/default/files/2023-03/Task-Force-Report-on-Project-Program-Management.pdf>
2. PPP Reports: https://www.pppinindia.gov.in/report/Book%20Reference%20Guide%20for%20PPP%20%20Project%20Appraisal%20June%202016_1697005378.pdf

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Title of the Course	Introduction to Data Management and Visualization
Course Code	PAD-6003
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Cours	No
Bridge Course/ Value added Course	No
Course for advanced learners	Yes

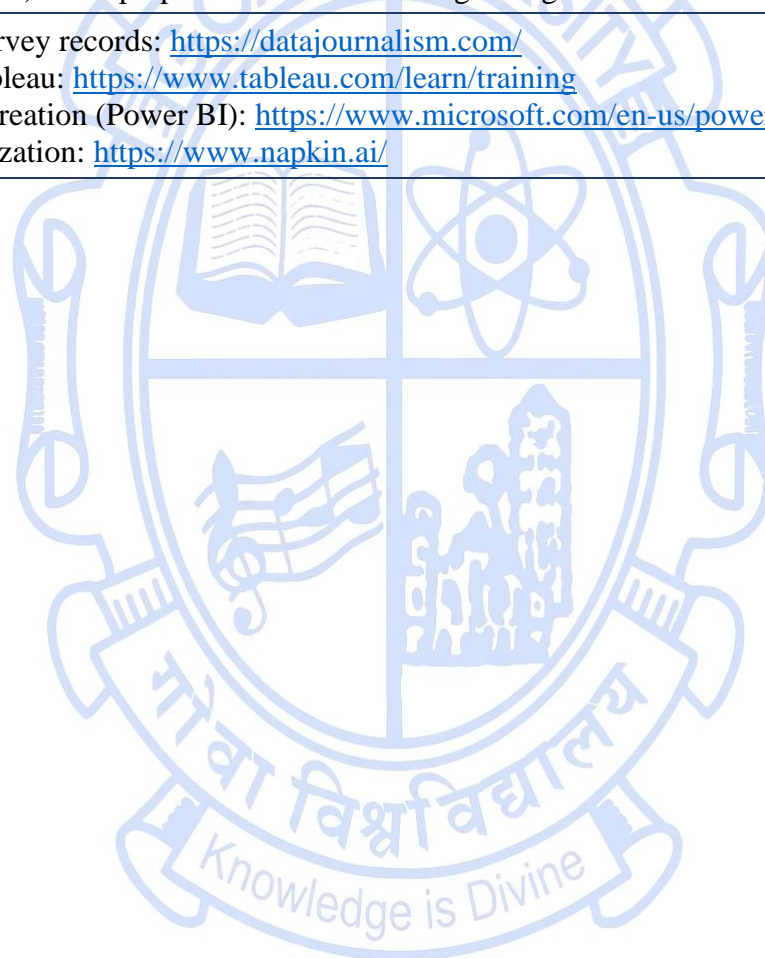
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none"> 1. To familiarize learners with fundamental concepts of data management by introducing various data types, collection methods, and data lifecycle processes, enabling them to classify and manage data effectively. 2. To develop learners' ability to clean, organize, and prepare datasets for analysis through exposure to data handling, integration, and transformation techniques using industry-relevant tools. 3. To equip learners with the skills to create effective and insightful data visualizations using visualization software such as Excel, Tableau, Power BI, and Orange, while emphasizing design principles and analytical accuracy. 4. To enhance learners' communication and presentation abilities by training them to translate analytical findings into compelling visual narratives that inform decision-making across diverse audiences. 5. To promote ethical and responsible data practices through understanding data governance, integrity, and ethical considerations in visualization and presentation.

Course Outcomes:			Mapped to PSO	
	CO 1: Classify and manage different types of data effectively.		PSO1	
	CO 2: Prepare and clean data for analysis using standard data management tools.		PSO2	
	CO 3: Create insightful and accurate data visualizations using relevant software.		PSO3	
	CO 4: Communicate analytical results through effective visual storytelling.		PSO4	
CO 5: Apply ethical and governance principles in managing and visualizing data.		PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Basic terminologies and types of data; Data collection methods	15	CO1, CO5	K1, K2, K3
	1.2 Importance and definition of data management; Data Lifecycle Management; Overview of Data Management Process			
	1.3 Data Quality, Integrity, and Security			
	1.4 Data Governance and Ethical Considerations			
Module 2:	2.1 Data entry and formatting	15	CO2, CO3	K3, K4
	2.2 Cleaning and organizing datasets; Handling missing data and outliers			
	2.3 Data transformation and integration			
	2.4 Basic data analytics concepts.			
	2.5 Exploratory Data Analysis (EDA)			
Module 3:	3.1 Principles of effective visualization	15	CO3, CO4	K4, K5
	3.2 Visualization techniques (charts, graphs, dashboards); Data visualization software (Excel, Tableau, Power BI, Orange)			
	3.3 Accessibility and inclusivity in visual design			
	3.4 Best practices for design and representation.			

Module 4:	4.1 Storytelling with data	15	CO4, CO5	K5
	4.2 Presenting insights to diverse audiences			
	4.3 Developing data narratives and reports			
	4.4 Data-driven decision-making			
	4.5 Ethical presentation of data insights.			
Pedagogy:	<ul style="list-style-type: none"> ● Active Learning: Encouraging student participation through in-class discussions, demonstrations, and problem-solving exercises. ● Project-Based Learning: Involving practical projects where learners apply theoretical concepts to real-world data management and visualization tasks. ● Flipped Classroom Model: Students engage with preparatory materials before class, allowing classroom sessions to focus on analysis, practice, and discussion. ● Hands-on Sessions: Practical exercises using software tools such as Excel, Tableau, Power BI, and Orange. 			
Texts	<ol style="list-style-type: none"> 1. <i>Hands-On Data Visualization</i> by Jack Dougherty & Ilya Ilyankou https://handsondataviz.org/index.html 2. <i>Critical Data Literacy</i> by Nora Mulvaney, Audrey Wubbenhorst & Amtoj Kaur. https://pressbooks.library.torontomu.ca/criticaldataliteracy/ 3. <i>Fundamentals of Data Visualization</i> by Claus O. Wilke. https://clauswilke.com/dataviz/index.html 			
References/ Readings:	<ol style="list-style-type: none"> 1. Benoit, G. (2019). <i>Introduction to Information Visualization: Transforming Data Into Meaningful Information</i>. United States: Rowman & Littlefield Publishers. 46 Issued on: 23/12/2024 2. Berengueres, J., Sandell, M. (2019). <i>Introduction to Data Visualization & Storytelling: A Guide for the Data Scientist</i>. United States: Independently Published. 3. Berinato, S. (2016). <i>Good charts: The HBR guide to making smarter, more persuasive data visualizations</i>. Harvard Business Review Press. 4. Briney, K. (2015). <i>Data management for researchers: Organize, maintain, and share your data for research success</i>. Pelagic Publishing. 5. Dasu, T., & Johnson, T. (2003). <i>Exploratory data mining and data cleaning</i>. Wiley-Interscience. 6. <i>Data Analytics Basics: A Beginner's Guide</i>. (2020). (n.p.): IndraStra Whitepapers. 7. Hartwig, F., Dearing, B. E. (1979). <i>Exploratory Data Analysis</i>. India: Sage. 8. Healy, K. (2019). <i>Data visualization: A practical introduction</i>. Princeton University Press. 			

	<p>9. Hyman, J. A., Massaron, L., McFedries, P., Mueller, J. P., Pierson, L., R eichental, J., Schmuller, J., Simon, A. R., Taylor, A. G. (2024). Data Analytics & Visualization All-in-One For Dummies. United Kingdom: Wiley.</p> <p>10. Kirk, A. (2016). Data Visualisation: A Handbook for Data Driven Design. United Kingdom: SAGE Publications.</p> <p>11. Knaflic, C. N. (2015). Storytelling with data: A data visualization guide for business professionals. Wiley.</p> <p>12. Nussbaumer Knaflic, C. (2019). Storytelling with data: Let's practice! Wiley.</p> <p>13. Pyle, D. (1999). Data preparation for data mining. Morgan Kaufmann.</p>
Web Resources:	<p>1. Data and Survey records: https://datajournalism.com/</p> <p>2. Basics of tableau: https://www.tableau.com/learn/training</p> <p>3. Dashboard creation (Power BI): https://www.microsoft.com/en-us/power-platform/products/power-bi</p> <p>4. Data Visualization: https://www.napkin.ai/</p>

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Title of the Course	Education Policy and Administration	
Course Code	PAD-6004	
Number of Credits	4	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-2026	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To acquaint students with the conceptual foundations, significance, and evolving systems of educational administration in India. 2. To analyse the development of education policies and reforms in India, with a focus on implementation mechanisms such as the National Education Policy (NEP) 2020 and other policies. 3. To evaluate the structure, functions, and governance roles of major educational institutions and regulatory bodies. 4. To assess socio-economic challenges and contemporary issues in education, including inequality, digital divide, and the education for Gen Z learners. 	
Course Outcomes:	At the end of the course, the student will be able:	Mapped to PSO
	CO 1. Explain the concepts, scope, and administrative frameworks of educational administration in India..	PSO1
	CO 2. Analyse major education policies, reforms and their implications for equitable education.	PSO2

	CO 3. Evaluate the functioning and interrelationships of key educational institutions in ensuring quality and governance.		PSO1, PSO3
	CO 4: Assess the socio-economic and policy challenges in achieving inclusive, technology-driven, and student-centered education for diverse groups.		PSO2, PSO4
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	1.1 Educational Administration: Concept, Significance and Scope. 1.2 Concepts: Universalisation of Elementary Education, Non-Formal Education, Vocationalization of Secondary Education, Autonomous Colleges. 1.3 Problems and Challenges of Educational Administration	15	CO 1 K1 and K2
Module 2:	2.1 National Policy on Education, 1986 as modified in 1992 (Plan of Action, 1992); 2.2 NEP 2020 2.3 Education and Five-Year Plans: Approaches, Priorities and Investments; 2.4 Privatization and Commercialization of Education	15	CO 2 K2 and K3
Module 3:	3.1 Organization and Administration of Education at the Central Level with special reference to the Ministry of Education. 3.2 University Grants Commission: Structure, Functions and Role. 3.3 National Council of Educational Research and Training: Structure, Functions and Role	15	CO 3 K2 and K4
Module 4:	4.1 Socio-economic Problems of Educational Development – Equality of Opportunity, Employment and Productivity. 4.2 Nation Building and Citizenship 4.3 Education for Gen Z 4.5 Implementation and Evaluation of Sarva Siksha Abhiyan 4.6 Local Initiatives in Goa (Bal Bhavans, Village Libraries)	15	CO 4 K3, K4 and K5
Pedagogy:	Lectures, policy analysis exercises, field visits, discussions, Case Studies		

Texts:	Tilak, J. B. G. (2018). Education and development in India: Critical issues in public policy and development. Palgrave Macmillan.
References/ Readings:	<ol style="list-style-type: none"> 1. Goel, S. L. (1994). Education Policy and Administration. New Delhi: Deep and Deep Publication. 2. Government of India. (1966). Report of the Education Commission. 3. Manning, Kathleen. (2017). Organisational Theory in Higher Education. New York: Routledge. 4. Mukherji, S. N. (1962). Administration of Education, Planning and Finance. Baroda: Acharya Book Depot.
Web Resources:	<ol style="list-style-type: none"> 1. https://www.education.gov.in/sites/upload_files/mhrd/files/NEP_Final_English_0.pdf 2. https://www.pib.gov.in/FactsheetDetails.aspx?Id=148590& 3. https://www.education.gov.in/ 4. https://aishe.gov.in/about-ministry-of-education 5. https://journals.sagepub.com/doi/10.1177/21582440241279367 6. https://www.tandfonline.com/doi/full/10.1080/13603116.2023.2295907 7. https://www.sciencedirect.com/science/article/abs/pii/S0149718924001174

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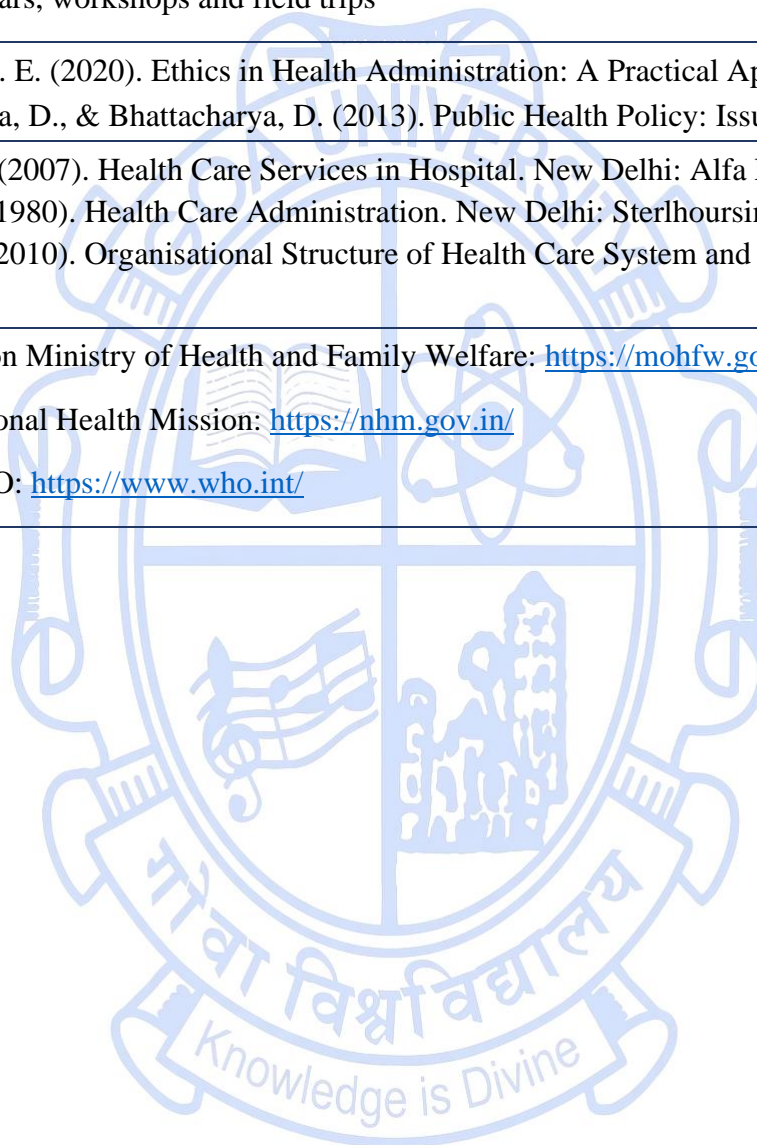
Title of the Course	Public Health Policy and Administration
Course Code	PAD-6005
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-2026
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the nature, significance, and scope of Public Health Administration. 2. To study the structure and functions of healthcare organizations at the union, state, and local levels. 3. To examine major healthcare policies and programmes in India. 4. To understand the role of financial and resource management in public health and healthcare organisations. 	
Course Outcomes:	At the end of the course the students will be able to:	Mapped to PSO
	CO 1. Understand the nature, significance, and scope of Public Health Administration.	PSO1
	CO 2. Explain the structure, functions, and roles of healthcare organizations at union, state, and	PSO1, PSO2

	local levels.			
	CO 3. Evaluate healthcare policies and programmes in the Indian context.		PSO2. PSO3, PSO4	
	CO 4: Describe the importance of financial and resource management in public health and healthcare organisations.		PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Public Health Administration– Nature, Significance and Scope. 1.2 Challenges of Public Health Administration. 1.3 Implementation and Evaluation of Healthcare Policies and Programmes	15	CO 1	K1, K2
Module 2:	2.1 Union Ministry of Health and Family Welfare: Organization, Functions and Role. 2.2 Health Administration at the State Level: Organization, Functions and Role of Department of Health. 2.3 Administration of Primary Healthcare at the Local Level	15	CO 2	K2, K3, K4
Module 3:	3.1 Healthcare Programmes in India – Family Welfare Programme; 3.2 Reproductive Child Healthcare; 3.3 Immunization Programme; 3.4 National Health Mission (NHM). 3.5 Hospital Management: Organization, Function and Role.	15	CO 3	K2, K4
Module 4:	4.1 National Institute of Health and Family Welfare: Structure, Functions and Role. 4.2 Medical Council of India: Structure, Functions and Role. 4.3 WHO: Structure, Functions and Role in Asia; 4.4 Role of State Institute of Health and Family Welfare.	15	CO 4	K3, K5

Pedagogy:	Lectures, seminars, workshops and field trips
Texts:	<ol style="list-style-type: none"> 1. Morrison, E. E. (2020). Ethics in Health Administration: A Practical Approach. Jones & Bartlett Learning. 2. Bhattacharya, D., & Bhattacharya, D. (2013). Public Health Policy: Issues, Theories, and Advocacy, Wiley.
References/ Readings:	<ol style="list-style-type: none"> 1. Ballabh, C. (2007). Health Care Services in Hospital. New Delhi: Alfa Publication. 2. Goel, S.L. (1980). Health Care Administration. New Delhi: Sterlhourising Publishers 3. Goel, S.L. (2010). Organisational Structure of Health Care System and Hospital Administration. New Delhi: Deep & Deep.
Web Resources:	<p>Module 2- Union Ministry of Health and Family Welfare: https://mohfw.gov.in/</p> <p>Module 3- National Health Mission: https://nhm.gov.in/</p> <p>Module 4- WHO: https://www.who.int/</p>

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Title of the Course	Ethics In Governance
Course Code	PAD-6006
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-2026
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

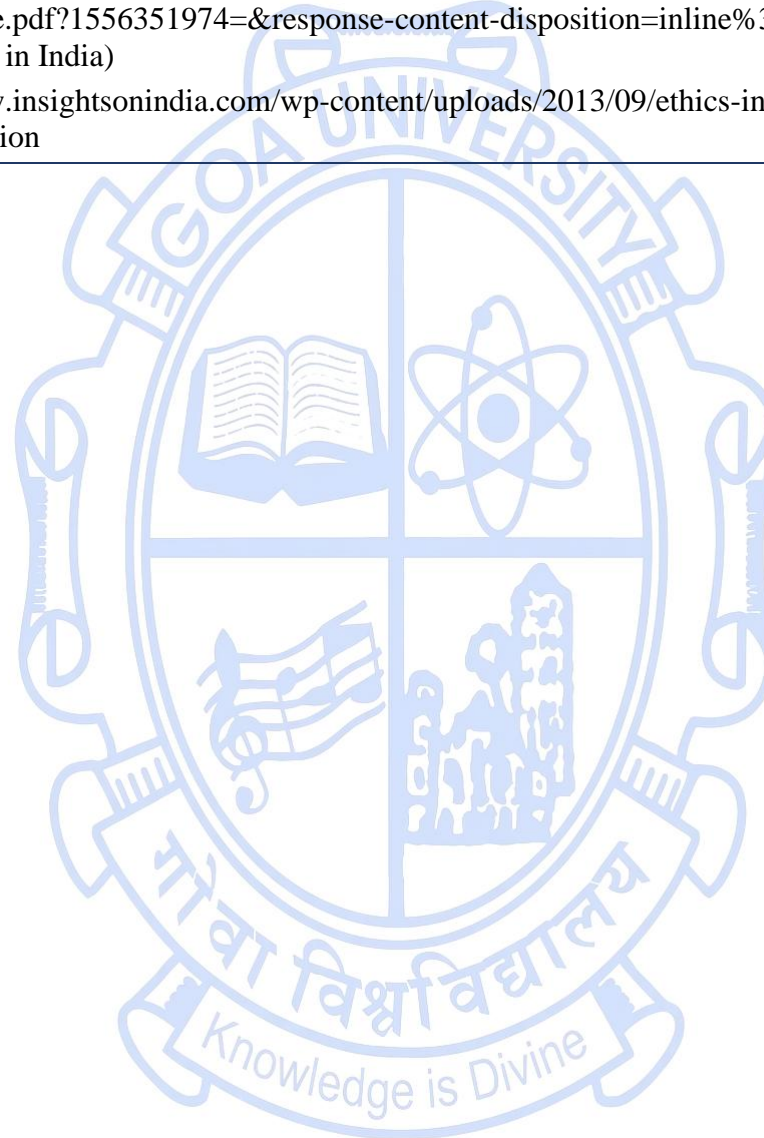
Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the concept and philosophy of ethics 2. To acquaint students with the significance of ethics in public life and public service 3. To develop critical thinking in analyzing contemporary issues related to governance, accountability and ethics in public administration 4. To identify conditions for recognizing unethical behaviour in organizations 	
Course Outcomes:		Mapped to PSO
	CO 1. To understand the conceptual and philosophical background to ethics	PSO1
	CO 2. To understand the significance of ethics in public life and public services	PSO3
	CO 3. To analyze contemporary issues related to governance, accountability and ethics in public administration	PSO2, PSO4

	CO 4: To evaluate unethical behaviour in organizations	PSO3, PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Ethics: Concept and Significance Contribution of Western Administrative Thinkers to Ethics with special reference to Socrates (Moral Theory), Immanuel Kant (Deontological Theory) and J.S. Mill (Utilitarianism)	15	CO 1	K2
	1.2 Introducing Key Concepts: Right, Duty, Obligation, Virtue, Freedom, Equality, Compassion, Fraternity, Karma, Purusharthas, Dharma, Rta (Cosmic Order			
	1.3 Contribution of Kautilya (Character Building, Measures to tackle Corruption), Vivekananda (Practical Vedanta and Idea of Daridra-Narayana) Mahatma Gandhi (Satyagraha and Truth).			
	1.4 Contribution of Western Administrative Thinkers to Ethics with special reference to Socrates (Moral Theory), Immanuel Kant (Deontological Theory) and J.S. Mill (Utilitarianism)			
Module 2:	2.1 Presuppositions of Ethics: Freewill, Self, God.	15	CO 2	K2
	2.2 Applied Ethics: Issues of Inequality, Prejudice & Discrimination, Abortion, Foeticide, Suicide, Animal Killing, Environment Degradation, Capital Punishment.			
	2.3 Nature of Moral Dilemmas			
Module 3:	3.1 Ethics in Public Life: Civil Service Neutrality and Anonymity.	15	CO 3	K5
	3.2 Significance of Ethical and Moral Values in Governance.			
	3.3 Code of Ethics and Code of Conduct for Civil Services in India			
Module 4:	4.1 Probity in Governance – Corruption: Concept and Causes.	15	CO 4	K5
	4.2 Overview of Institutional Arrangements for fighting Corruption in India.			
	4.3 Work Culture – Concept, Significance and Characteristics of a good work culture.			
	4.4 Case Studies on Ethics in Public Administration			

Pedagogy:	<ul style="list-style-type: none"> • Lectures • Case studies • Role plays • Mock drills • Field visits • Documentaries • Interaction with experts in the field of disaster management
Texts:	<ol style="list-style-type: none"> 1. Chakrabarty, B. (2016). Ethics in governance in India. Routledge India. 2. Cox, R. W. (2009). Ethics and integrity in public administration: Concepts and cases. M.E. Sharpe. 3. Rajan, A. (2013). Administrative ethics: A conceptual framework. Concept Publishing Company. 4. Mishra, T. K., Aggarwal, S. P., & Tiwary, B. K. (2015). Ethics in governance. Atlantic Publishers & Distributors.
References/ Readings:	<ol style="list-style-type: none"> 1. Arora, R. K. (2008). Ethics in Governance: Innovations Issues and Instrumentalities. Jaipur: Rawat. 2. Arora, Ramesh K. (Ed.) (2014) Ethics, Integrity and Values in Public Service. New Delhi: New Age International 3. Bhattacharya, Mohit. (2007). LokPrashasanKeNayeAyaam. New Delhi: Jawahar Publishers and Distributors. 4. Fox, W. (2009). A Theory of General Ethics – Human Relationships, Nature and The Built Environment. New Delhi: PHI Learning 5. Gandhi, Mahatma (2009). Hind Swaraj. Delhi: Rajpal& Sons Ghere, R. K. & Frederickson, H. G.(Eds.). (2007). Ethics in Public Management. New Delhi: PHI Learning. 6. Lillie, William (1948). Introduction to Ethics. Methuen: London 7. Rangarajan, L.N. (ed.) (1987). The Arthashastra. New Delhi: Penguin Books Vivekananda (3rd Vol.). Complete Works of Swami Vivekananda. Kolkatta: Advaitya Ashram. http://www.advaitaashrama.org/cw/content.php
Web Resources:	<ol style="list-style-type: none"> 1. https://darpg.gov.in/en/arc-reports (Administrative Commission Reports) 2. https://legalaffairs.gov.in/lecture-ethics-and-governance (ethics and governance) 3. https://www.transparency.org/en/cpi/2024?gad_source=1&gad_campaignid (Transparency International) 4. https://www.insightsonindia.com/wp-content/uploads/2013/09/ethics-and-governance-t-n-chaturvedi.pdf (ethics and governance: significance and issues) 5. https://link.springer.com/article/10.1007/s11127-020-00824-3 (ethics and good governance)

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| | <ol style="list-style-type: none">6. https://d1wqtxts1xzle7.cloudfront.net/59046656/self_sponsored_corruption_in_india_200520190426-125009-1e2tilg-libre.pdf?1556351974=&response-content-disposition=inline%3B+filename%3DCorruption_in_India.pdf (Corruption in India)7. https://www.insightsonindia.com/wp-content/uploads/2013/09/ethics-in-public-administration.pdf (ethics in Public Administration) |
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Title of the Course	Sustainable Development
Course Code	PAD-6007
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the key concepts, nature, and evolution of development and sustainable development. 2. To familiarize students with major theories and approaches explaining development and sustainability. 3. To examine international treaties, policies, and institutional frameworks that shape the global sustainable development agenda. 4. To explore the localization of Sustainable Development Goals (SDGs) through participatory, inclusive, and governance-based approaches. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO1 Students will be able to critically analyze various theories of development and sustainable development.	PSO1, PSO2
	CO2 Students will demonstrate an understanding of global initiatives, treaties, and	PSO1, PSO2, PSO3

	frameworks promoting sustainable development.			
	CO3 Students will be able to assess development indicators such as HDI, Gender Index, and Poverty Index to evaluate progress across regions.		PSO3, PSO4	
	CO4 Students will gain the ability to apply sustainable development principles to local contexts through policy analysis and community-based approaches.		PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Development and Sustainability: Meaning, Nature and Historical background	15	CO1	K1, K2, K3
	1.2 Theories: Development- Modernisation, Dependency and Structuralist theory			
	1.3 Theories of sustainable development- Extinction avoidance theory, Rogue agent theory			
	1.4 Devine intervention and providence theory			
	1.5 Resource resilient world theory			
Module 2:	2.1 Development Models- Capitalist, Socialist, Welfare	15	CO2	K1.K2, K3
	2.2 Human Development			
	2.3. Sustainable Development- principles, features			
	2.4 Approaches to sustainable development			
	2.5 Trends of Development (HDI, SDG, Gender Index, Poverty Index)			
Module 3:	3.1 Sustainable Development Treaties and actions: Earth Summit (1992)	15	CO3,	K1, K2
	3.2 Rio+20 Summit (2012)			K1, K2
	3.3 Paris Climate Treaty (2015)			K2, K3
	3.4 Actors and Actions towards sustainable development			K2, K3, K4

	3.4 Partnership for Goals			K2, K3
	3.5 Goals of Sustainable Development- Millennium Development Goals to Sustainable Development Goals			K2, K3, K4
Module 4:	4.1 localizing SDGs- Poverty free, Reduced inequalities ,	15	CO3, CO4	K2, K3, K4,
	4.2 Socially Secured, Women friendly			K2, K3, K4,
	4.3 Good Governance, Self sufficient infrastructure			K2, K3, K4, K5
	4.4 Sustainable Land Use			K2, K3, K4, K5
	4.5 Ecosystem Restoration, Healthy village,			K2, K3, K4
	4.6 Water sufficient Clean and Green			K2, K3, K4
Pedagogy:	Interactive Lectures, Group Discussions, Expert Talks, Analysis of case law			
Texts:	<ol style="list-style-type: none"> 1. Elliott J. (2013) Introduction to Sustainable Development, New York: Routledge. 2. French D. & Kotze L. (2018). Sustainable Development Goals: Law, Theory and Implementation. Edward Elgar Publishing Ltd. 3. Sharma H. & Sobti T. (2018). An Introduction to Sustainable Development Goals. Independently Published. 4. Tripathi S. (2019). Sustainable Development Environment, Ankit Publication 5. Khai Ern Lee. (2020). Concepts and Approaches for Sustainable Management. Springer International Publishing 6. Thakur B., Thakur R. & Chattopadhyay S. Resource Management, Sustainable Development and Governance. Springer International Publishing 			
References/ Readings:	<ol style="list-style-type: none"> 1. Crain W. (2010). Theories of Development: Concepts and Applications, Routledge. 2. Willis K. (2021). Theories and Practices of Development. Routledge 3. Enders E. and Remig M. (2015), Theories of Sustainable Development. New York: Routledge. 			

	<ol style="list-style-type: none"> 4. Indapur K. & Sidana N. (2023). <i>Sustainable Development Goals: Harnessing Innovation, Technology and Society 5.0</i>, Bloomsbury Prime. 5. Sen, A. (1999). <i>Development as Freedom</i>. Alfred A. Knopf, Inc. 6. Sen, A. (1992). <i>Inequality Reexamined</i>. Harvard University Press. 7. Sen, A. (1990). <i>The Amartya Sen and Jean Dreaze Omnibus</i>. Oxford University Press. 8. UNDP (2023). <i>SDGs: A Book of Action for Educators and Young Learners</i>. UNDP Publication 9. Sachs J.D (2015). <i>The Age of Sustainable Development</i>, Columbia University Press. 10. Paswan R. (2022). <i>An Illustrated Guide to Sustainable Development and Goals</i>. Notion Press.
Web Resources:	<ol style="list-style-type: none"> 1. Models of Development: https://dspmuranchi.ac.in/pdf/Blog/Models%20of%20Development%2022042020.pdf SDG Report : http://www.unsdsn.org 3. https://unstats.un.org/sdgs/report/2024/ 4. SDG 17 Goals : https://sdgs.un.org/goals 5. Action for SDG: https://www.un.org/sustainabledevelopment/sustainable-development-goals/

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Discipline Specific Vocational Elective (DSVE) Courses

Title of the Course	Community Engagement and Rural Development
Course Code	PAD-6401
Number of Credits	2T+2P
Theory/Practical	Theory and Practical
Level	500
Effective from AY	2025-26
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No
Pre-requisites for the Course:	NIL
Course Objectives:	<ol style="list-style-type: none"> 1. To familiarize students with the structure, characteristics, and challenges of rural society and analyze the processes of rural development and community development. 2. To develop knowledge and skills in applying Participatory Rural Appraisal (PRA) methods and techniques for effective community engagement and planning. 3. To examine the interrelationship between rural resilience, environmental sustainability, and livelihood security through practices such as water conservation, waste management, and disaster preparedness. 4. To evaluate the role of rural governance structures, NGOs, SHGs, cooperatives, and gender inclusion in promoting participatory and equitable rural development.

Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO		
	CO1 Students will be able to explain the meaning, characteristics, and issues of rural society, and differentiate between rural and urban settings with reference to poverty, development and community engagement.	PSO1		
	CO2 Students will be able to apply PRA tools and techniques, including space-, time-, and relationship-based methods, for participatory planning and community mobilization.	PSO1, PSO2		
	CO3 Students will be able to analyze rural resilience strategies and evaluate sustainable practices addressing climate change, habitat degradation, waste, and disaster management while promoting entrepreneurship and innovation.	PSO2, PSO3		
	CO4 Students will be able to assess the effectiveness of Panchayati Raj Institutions, NGOs, SHGs, and cooperatives in enhancing rural governance, gender equality, human rights, and inclusive development.	PSO2, PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning and Characteristics of Rural Development, Distinction between rural and urban	10	CO1, CO2	K1, K2
	1.2 Community Engagement: Meaning, Objectives and significance			
	1.3 Participatory Rural Appraisal Methods & Techniques for Community Engagement,			
	1.4 Evolution Rapid Rural Appraisal and Participatory Rural Appraisal			
	1.5 Space Related PRA methods, Time Related PRA method, PRA Relations Method			K1, K2, K3
Module 2:	2.1 Rural Resilience in relation to Environmental and Livelihood issues: Rural Poverty Climate Change, Habitat degradation,	10	CO1, CO2	K2, K3, K4
	2.2 Water conservation: Methods, Need and Significance			

	2.3 Waste management: Meaning, Types of Waste, Treatment of Waste, Role of Community			
	2.4 Disaster Management: Concept, Meaning and Overview of DM Act			
	2.5 Digital transformation of rural society			
Module 3:	3.1 Rural Governance and Institution: Panchayati Raj Institutions, NGOs, SHGs and Cooperatives	10	CO1, CO3	K2, K3
	3.2 Human rights and Rural Development			K2, K3, K4
	3.3. Gender and Social Inclusion in Rural Development			
Module 4: Practical	Practical component includes tasks related to Planning for Community Development, attending Gram Sabha meetings, Field visits, Situational Analysis, Use of Participatory Rural Appraisal (PRA) and other policy and research oriented activities, data analysis and visualization, mini field based projects and other practical components.	60	CO3, CO4	K2, K3
Pedagogy:	Lectures/ assignments/field visits/seminars and group discussions/flip classroom/ learning by engaging with the rural community			
Texts:	<ol style="list-style-type: none"> Desai, A.R. (2009). Rural Sociology in India, Mumbai: Popular Prakashan. Mukerjee, Neela (2003). Participatory Rural Appraisal, New Delhi: Concept Publisher Somesh Kumar (2002). Methods for Community Participation: A complete guide for practitioners. Vistaar 			
References/ Readings:	<ol style="list-style-type: none"> Chatterjee, Shankar (2011)., Implementation of Rural Development, New Delhi: Serials Publication Pvt. Ltd. Desai, Vasant (2012). Rural Development in India, Mumbai: Himalaya Publishing House. Narayanaswamy, N. (2009). Participatory Rural Appraisal: Methods and Application, New Delhi: Sage Publication Rani, K.S. (2011). Peoples Participation in Development, New Delhi: Discovery Publishing House. Singh, Preeti (2010). Panchayati Raj Institutions and Rural Development, Delhi: Axis Publication 			
Web Resources:	Ministry of Rural Development : https://rural.gov.in/ Ministry of Panchayati Raj : https://panchayat.gov.in/ Sustainable Development Goals: https://www.undp.org/sustainable-development-goals Statistical Handbook Goa : https://www.dpse.goa.gov.in/SHB2022-23.pdf			

Title of the Course	Environmental Administration and Sustainability
Course Code	PAD-6402
Number of Credits	2T+2P
Theory/Practical	Theory and Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

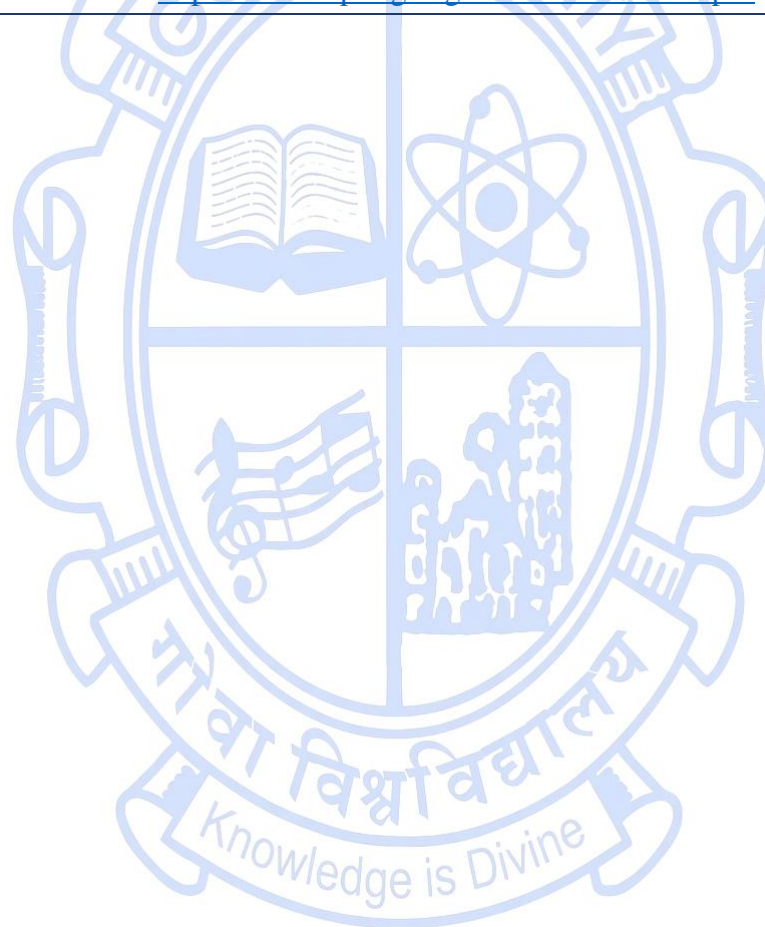
Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students with the key concepts and international perspectives on environmental issues, including global conferences, conventions, and frameworks that shape environmental governance. 2. To analyze the causes and consequences of climate change, environmental hazards, and risks, while emphasizing the principles of environmental justice, sustainable development goals, and corporate social responsibility. 3. To examine the evolution and implementation of major environmental laws and policies in India, including the various related Acts of government. 4. To evaluate the structure, functions, and effectiveness of key environmental administrative bodies, 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO1 Students will be able to explain key environmental concepts and interpret the significance of international agreements, conventions, and protocols in addressing global environmental challenges.	PSO1

	CO2 Students will be able to analyze issues related to climate change, environmental hazards, and risks, and evaluate strategies promoting environmental justice, sustainable development, and corporate social responsibility.		PSO2	
	CO3. Students will be able to compare and critically assess major Indian environmental legislations and policies, including those on wildlife protection, biodiversity conservation, and forest management.		PSO4	
	CO4 Students will be able to evaluate the roles, functions, and effectiveness of key environmental institutions such as MoEFCC, CPCB, SPCBs, NGT, and the National Biodiversity Authority in environmental governance and law enforcement.		PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Environment: Key Concepts and Issues: Introduction to Environment International Perspective on Environmental Issues	10	CO1, CO2	K1, K2,
	1.2 Important International Conferences, Conventions and Protocols on Environment			
	1.2 Climate Change and Environmental Justice			
	1.4 Environmental Hazards and Risk Management;			
	1.5 Sustainable Development Goals			
	1.6 Corporate Social Responsibility			K1, K2, K3,
Module 2:	2.1 Environmental Laws and Policies	10	CO3	K2, K3, K4
	2.2 Wildlife Protection Act, 1972			
	2.3 The Biological Diversity Act, 2002: An Introduction			
	2.4 National Environment Policy, 2006			
	2.5 National Forest Policy, 1988			

	2.6 Forest Rights Act, 2006			
	2.7 New Land Acquisition Act, 2012 – social and environmental impact			
Module 3:	3.1 Environmental Administration: Ministry of Environment, Forest and Climate Change (MoEFCC)	10	CO3, CO4	K2, K3
	3.2 Central Pollution Control Board: Structure, functions and role			K2, K3, K4, K5
	3.3. State Pollution Control Board: Structure, functions and role			
	3.4 National Green Tribunal (NGT)			
	3.5 National and State Biodiversity Authority			
3.6 Environmental, Social and Governance norms, Geographic Information System for Urban and Regional Planning				
Module 4: Practical	Practical component includes field visits and institutional exposure, case study analysis, field based mini project, environmental policy review, environmental data analysis and visualization	60	CO3, CO4	K2, K3
Pedagogy:	Lectures/ assignments/seminars and group discussions/flip classroom/ field visits/learning by engaging with institutions and communities			
Texts:	<ol style="list-style-type: none"> 1. Bhatt, M.S., Ashraf, S., & Illiyan, A. (Eds.) (2008). Problems and Prospects of Environment Policy: Indian Perspective. Delhi: Aakar Books. 2. Divan, S., & Rosencranz, A. (2001). Environmental Law & Policy in India (18th edition). New Delhi: Oxford University Press. 3. Dwivedi, O.P. (1997). India's Environmental Policies, Programmes and Stewardship. London, UK: Palgrave Macmillan. 4. Krishnamoorthy, B. (2017). Environmental Management: Text and cases (3rd ed.). New Delhi: PHI Learning Private Limited. 5. Kulkarni, V., & Ramachandra, T.V. (2006). Environmental Management. New Delhi: TERI Press. 6. Roberts, J. (2011). Environmental Policy (2nd ed.). Abingdon, Oxon: Routledge 			
References/	<ol style="list-style-type: none"> 1. Evans J. and Thomas C. (2023). Environmental Governance. New York: Routledge 2. Bandyopadhyay J. (2012). Environmental Governance: Approaches, Imperatives and Methods, New Delhi: 			

Readings:	Bloomsbury India. 3. Nabhi U (2023). Environmental Governance for Sustainable Development. New Delhi: Routledge
Web Resources:	Ministry of Rural Environment : https://moef.gov.in/Sustainable Development Goals : https://www.undp.org/sustainable-development-goals Pollution Control Board: https://cpcb.nic.in/ and https://goaspcb.gov.in/ Statistical Handbook Goa : https://www.dpse.goa.gov.in/SHB2022-23.pdf

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Title of the Course	Participatory Research Techniques and Practice
Course Code	PAD-6403
Number of Credits	2T + 2P
Theory/Practical	Theory and Practical
Level	500
Effective from AY	2026-2027
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the concept, evolution, and ethical dimensions of participatory research in governance and development administration. 2. To familiarise students with participatory tools and techniques for community-based data collection and engagement. 3. To understand how participatory approaches evolve from methodological tools to frameworks of governance, enabling citizens to engage in evaluating social change while addressing other issues. 4. To develop the ability to apply, analyse, interpret, and report field data for participatory planning and impact assessment. 	
Course Outcomes:	At the end of the course, the students will be able to:	Mapped to PSO
	CO1: Understand the theoretical and ethical foundations of participatory research and its role in development administration.	PSO1

	CO2: Demonstrate proficiency in using participatory tools and techniques for community-based data collection.		PSO2
	CO3: Students will be able to critically analyze participatory governance and evaluation processes, applying people-centered approaches to assess development initiatives and promote inclusive decision-making.		PSO3, PSO4
	CO4: Evaluate and interpret participatory data to prepare analytical reports and assess project impacts.		PSO2 and PSO4
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	1. Participatory Research: concept, importance, evolution	10	CO 1 K1
	2. Approach and practice in development research and administration.		
	3. Ethical considerations in participatory research		
Module 2:	2.1 Participatory Rural Appraisals Tools and techniques	10	CO 2 K2 and K3
	2.2 Social Map		
	2.3 Resource map		
	2.4 Focussed Group Discussions		
	2.5 Venn diagram		
	2.6 Time line		
	2.7 Process Map		
	2.8 Cause Effect diagram		
Module 3:	3.1 Participation: Method to Governance	10	CO 3 K4 and K5
	3.2 Assessing Change through People's Participation		

	3.3 Power, Representation, and Knowledge in Evaluation			
Module 4:	Practical component includes field exposure to a selected community, Use of PRA tools for assessing project impact, Data documentation and field diaries, Participatory Data Analysis and Interpretation, Report preparation using PRA tools for data collections, Report preparation using PRA tools for data collections and other activities	60	CO 4	K5 and K6
Pedagogy:	<ul style="list-style-type: none"> • Lectures • Field visits • Practicals • Discussions • Case Studies 			
Texts:	<ol style="list-style-type: none"> 1. Chevalier, J. M., & Buckles, D. J. (2019). Participatory action research: Theory and methods for engaged inquiry (2nd ed.). Routledge. 2. National Institute of Rural Development and Panchayati Raj (NIRDPR). (2018). Participatory rural appraisal: Manual and field guide. NIRDPR. Retrieved from https://nirdpr.org.in 3. Mukherjee, N. (1993). Participatory rural appraisal: Methodology and applications. Concept Publishing Company. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Creswell, John W. (1994). Research Design: Qualitative, Quantitative and Mixed Methods: Approaches. London: Sage Publications. 2. Goode, William J. & Hatt, Paul K. (2006). Methods in Social Research. USA: McGraw Hill Book Company, 1st Indian Reprint. 3. Mukherjee Amitava. (2015). Frontiers in Participatory Rural Appraisal and Participatory Learning Action, Practical Action Publishing, 4. N Narayanasamy (2009). Participatory Rural Appraisal: Principles, Methods and application, Sage Publication 5. Nachmias, David & Nachmias, Chava. (2008). Research Methods in the Social Sciences. (7th edition). New York: St. Martin's Press Inc. 6. Pai Panandikar, V.A. (Ed.). (1997). A Survey of Research in Public Administration 1980- 1990. Delhi: Konark Publishers Pvt. Ltd. 			

	<p>7. Somesh Kumar, Methods of Community Participation, A complete guide for practioners. (2002), Vistaar Publication Ltd</p> <p>8. Young, Pauline V. (2008). Scientific Social Surveys and Research (4th Edition). New Delhi: PHI Learning.</p> <p>9. Silverman, David (Ed.) (2012), Qualitative Research: Issues of Theory, Method and Practice. New Delhi: Sage Publications India Pvt. Ltd.</p> <p>10. Singleton Jr, Royce A.& Straits, Bruce C. (1999). Approaches to Social Science Research, Oxford: Oxford University Press.</p> <p>11. UK Commission on Social Sciences. (2004). Great Expectations: The Social Sciences in Britain. London: Transaction Publishers.</p> <p>12. White, Jay D. & Adams, Guy B. (Eds.). (1994). Research in Public Administration Reflection on Theory and Practices. London: Sage Publications.</p>
<p>Web Resources:</p>	<p>1. https://www.tandfonline.com/doi/full/10.1080/21683565.2022.2138674 National Institutes of Health</p> <p>2. https://pmc.ncbi.nlm.nih.gov/articles/PMC6450442/</p> <p>3. https://pubmed.ncbi.nlm.nih.gov/27378133/ Participatory research in Agriculture</p> <p>4. https://journalacri.com/index.php/ACRI/article/view/782 Climate and Health Education</p> <p>https://www.sciencedirect.com/science/article/pii/S266727822400018X?dgcid=rss_sd_all</p>

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SEMESTER IV

Generic Elective (GE) Courses

Title of the Course	Citizen Centric Administration
Course Code	PAD-6201
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. To introduce students to the conceptual foundations, evolution, and key features of citizen-centric administration2. To enable students to comprehend the role and significance of citizen participation in the administrative process, and critically assess mechanisms.3. To analyse institutional frameworks and mechanisms for grievance redressal at both central and state levels.4. To understand and evaluate the rationale, legal provisions, and institutional mechanisms of consumer protection.

Course Outcomes:	CO1. Understand the concept, evolution, features and significance of Citizen Centric Administration.		Mapped to PSO	
	CO2. Comprehend the significance of citizen participation in administration.		PSO1	
	CO3. Analyse citizen grievance redressal mechanisms.		PSO1, PSO3	
	CO4. Obtain knowledge on the concept and rationale of consumer protection.		PSO2, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Concept of Citizen Centric Administration: Concept, Evolution, Features and Significance. 1.2 Rights and Obligations of Citizens 1.3 Civic Culture 1.4 Service provision and developmental functions of the Government.	15	CO1	K1 and K2
Module 2:	2.1 Citizen Charter - Evolution, Features and Applications. 2.2 Social Audit - Evolution, Features and Applications. 2.3 Citizens' Participation in Administration: Concept, Significance and Limitations. 2.4 Citizen Engagement initiatives of GoI (My-Gov) at national level 2.5 Selected state government initiatives (Bhagidari, Delhi; Citizen Report Card, Bengaluru)	15	CO 2	K2 and K3
Module 3:	Right to Information Act, 2005. Lok Pal and Lok Ayukta in India. Grievance – Meaning; Agencies for Redressal of Grievances at centre and state levels in India	15	CO3	K3
Module 4:	4.1 Consumer Protection: Concept and Rationale	15	CO4	K2 and K4
	4.2 Consumer Protection Act, 1986			
	4.3 The Goa (Right of Citizens to Time-Bound Delivery of Public Services) Act, 2013			
Pedagogy:	Lectures, Discussions, Case studies and special talks/lectures from experts as well as practitioners from the civil			

	service will be organised to establish links between theory and practice and develop the students' critical skills.
Texts:	Vigoda, E., & Meisler, G. (2000). Citizens, Governance and the State: Participation, Accountability and Responsiveness.
References/ Readings:	<ol style="list-style-type: none"> 1. Bakshi, P.M. (2008). Consumer Protection and Professionals reported in Law India, the ILI Publication. 2. Biswal, T. (2016). Governance and Citizenship. Jaipur: Rawat 3. Chaudhary, R.N.P. (2010). Consumer Protection Law: Provisions and Procedure. Deep & Deep, New Delhi. 4. Chakrabarty, Bidyut and Prakash Chand. (2016). Public Policy: Concept, Theory and Practice. New Delhi: Sage 5. Government of India Second Administrative Reforms Commission. (2008). 'Refurbishing of Personnel Administration – Scaling New Heights', Tenth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. 6. Government of India Second Administrative Reforms Commission. (2009). 'Promoting e Governance: The Smart Way Forward', 11th Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. 7. Government of India Second Administrative Reforms Commission. (2009). 'Citizen Centric Administration - The Heart of Governance', Twelfth Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi. 8. Public Affairs Centre. (2007). India's Citizen's Charters- A Decade of Experience, Public Affairs Centre: Bangalore 9. Singh, Shivani. (Ed.) (2016). Governance: Issues and Challenges. Sage: New Delhi
Web Resources:	<ol style="list-style-type: none"> 1. https://goicharters.nic.in/public/website/home 2. https://www.cgg.gov.in/wp-content/uploads/2017/07/Citizen-Charter-Handbook.pdf 3. https://ncdrc.nic.in/bare_acts/1_1_2.html 4. https://ncdrc.nic.in/Acts/1_15.html

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Title of the Course	Corporate Governance
Course Code	PAD-6202
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learner	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the meaning, purpose and nature of corporate governance 2. To acquaint students with various stakeholders of corporate governance 3. To develop critical insights into significant issues in corporate governance 4. To evaluate emerging and future trends in corporate governance 	
Course Outcomes:	At the end of the course, the student will be able to:	Mapped to PSO
	CO 1. To understand the purpose and nature of corporate governance from a theoretical perspective	PSO1
	CO 2. To evaluate different stakeholders' roles and significance in relation to corporate governance.	PSO2, PSO3
	CO 3. To analyze various issues in corporate governance	PSO2

	CO 4: To assess trends in corporate governance		PSO3. PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Corporate Governance: Concept, Rationale and Evolution in India.	15	CO 1	K2
	1.2 Theories of Corporate Governance: Stakeholders Theory			
	1.3 Agency Theory; Sociological Theory			
	1.4 Principles of Corporate Governance with special reference to Principles of Organisation for Economic Co-operation and Development (OECD)			
Module 2:	2.1 Structure and Forms of Organisations – Ministries/Departments	15	CO 2	K4
	2.2 Corporations, Companies,			
	2.3 Boards and Commissions, Adhoc & Advisory Bodies, Regulatory Authorities			
	2.4 Public Private Partnerships;			
Module 3:	3.1 Board of Directors: Types; Composition & Functions.	15	CO 3	K4
	3.2 CEO: Appointment, Functions & Role.			
	3.3 Rights and Privileges of Share Holders and Investors			
Module 4:	4.1 Corporate Governance in Public Enterprises.	15	CO 4	K5
	4.2 Corporate Governance in NGOs.			
	4.3 Future Trends of Corporate Governance in India			
Pedagogy:	Lectures, Case Study discussions and Field Trips			
Texts:	1. Clarke, T., & dela Rama, M. (2008). <i>Fundamentals of corporate governance</i> . SAGE Publications. 2. Fernando, A. C. (Year). <i>Corporate governance: Principles, policies and practices</i> (2nd ed.) 3. de Kluyver, C. A. (2012). <i>Corporate governance</i> . Saylor Foundation. Clarke, T. (2021). <i>Corporate governance</i> (Elements in Corporate Governance). Cambridge University Press.			

	4. Gordon, J. N., & Ringe, W.-G. (Eds.). (2020). <i>The Oxford handbook of corporate law and governance</i> . Oxford University Press.
References/ Readings:	<ol style="list-style-type: none"> 1. Bansal, C.L. (2005). <i>Corporate Governance – Law Practice & Procedures with Case Studies</i>. New Delhi: Taxman Allied Services Pvt. Ltd. 2. Bhatia, S.K. (2004). <i>Business Ethics and Corporate Governance</i>. New Delhi: Deep and Deep Publication Pvt. Ltd. 3. Dewan, S.M. (2006). <i>Corporate Governance in Public Sector Enterprises</i>. New Delhi: Dorling Kindersley India Pvt. Ltd. 4. Millin, C.A. (2007). <i>Corporate Governance</i>. New Delhi: Oxford University Press 5. Prasad, D. (2006). <i>Corporate Governance</i>. New Delhi: Prentice Hall of India Pvt. Ltd.
Web Resources:	<ol style="list-style-type: none"> 1. https://www.oecd.org/en/topics/policy-issues/corporate-governance.html (G20/OECD Principles of Corporate Governance) 2. https://www.india.gov.in/topics/industries/corporate-governance?page=1 (National Portal of Corporate Governance) 3. https://www.thecorporategovernanceinstitute.com/insights/(Corporate Governance Institute) 4. https://www.sciencedirect.com/science/article/pii/S2949945324000011 (Corporate Governance) 5. https://journals.sagepub.com/doi/full/10.1177/1087724X16657830 Public Private Partnerships Board of Directors 6. https://www.thecorporategovernanceinstitute.com/insights/lexicon/what-is-a-board-of-directors/?srsltid=AfmBOoqgf84V-0yfyxNLNWp8LHCwQfTo3WnJ2vYGMughbeW0LgtIRo-t (Board of Directors) 7. https://www.taylorfrancis.com/chapters/edit/10.4324/9781351042543-24/corporate-governance-state-owned-enterprises-ulf-papenfu%C3%9F (Corporate Governance in Public Enterprises)

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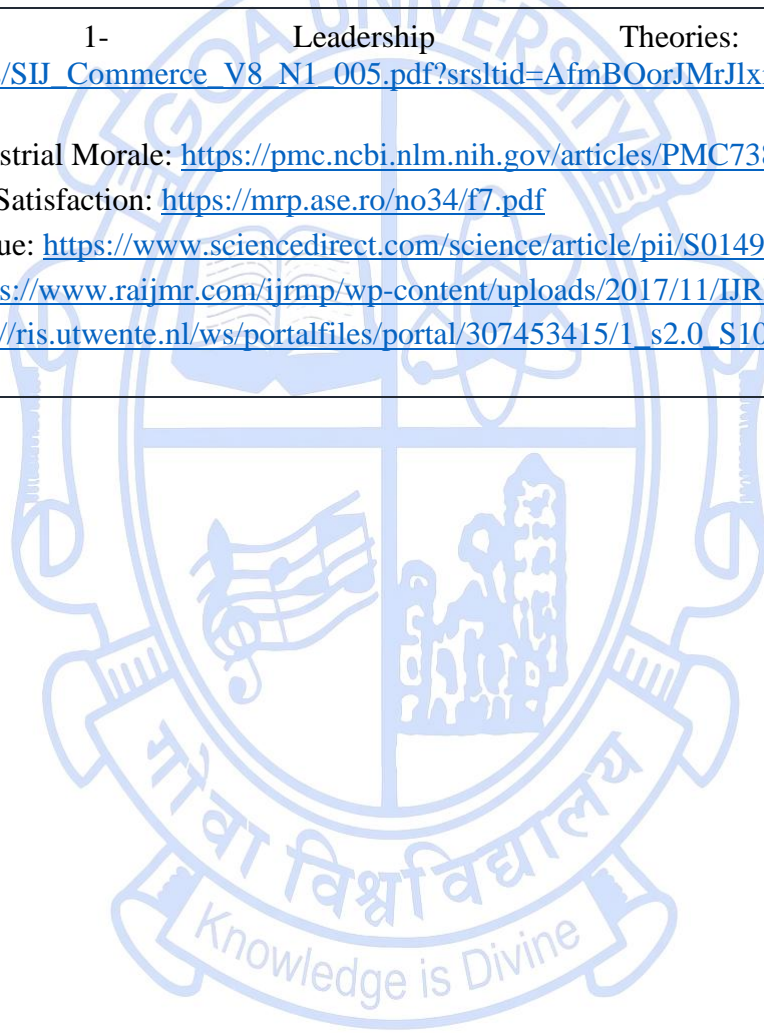
Title of the Course	Organisational Psychology
Course Code	PAD-6203
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-2027
New Course:	No
Bridge Course/ Value added Course:	No
Course for advanced learners:	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the meaning, nature, and scope of Organisational Psychology. 2. To study key concepts such as leadership, motivation, attitude, personality, and group behaviour. 3. To examine factors affecting morale, job satisfaction, and employee relations. 4. To understand causes and management of fatigue, monotony, boredom, and work stress. 	
Course Outcomes:	At the end of the course the students will be able to:	Mapped to PSO
	CO 1. Understand the basic principles and scope of Organisational Psychology.	PSO1
	CO 2. Explain the role of leadership, motivation, attitude, and personality in organisations.	PSO2, PSO3
	CO 3. Analyze the factors influencing morale, job satisfaction, and teamwork.	PSO3
	CO 4: Identify and apply methods to manage fatigue, monotony, boredom, and stress at work.	PSO3, PSO4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Organisational and Industrial Psychology: Concept, Nature and Scope.	15	CO 1	K1, K2
	1.2 Leadership: Concept; Theories – Trait; Situational; Behavioural.			
	1.3 Employee Needs: Concept, Hierarchy of Needs and Need Satisfaction			
Module 2:	2.1 Attitude: Concept, Nature and Significance.	15	CO 2	K2, K4
	2.2 Industrial Morale: Concept, Nature and Determinants.			
	2.3 Motivation of Industrial Employees: Concept and Determinants			
Module 3:	3.1 Personality: Concept, Significance and Types.	15	CO 3	K2, K4
	3.2 Job Satisfaction: Concept, Significance and Determinants.			
	3.3 Groups: Concept, Types and Inter-Group Relations			
Module 4:	4.1 Fatigue: Concept, Causes and Remedies.	15	CO 4	K3, K5
	4.2 Monotony and Boredom: Concept, Causes and Effects.			
	4.3 Work Stress and its Management			
Pedagogy:	Lectures, role play, case studies, discussions and interaction with experts.			
Texts:	<ol style="list-style-type: none"> 1. Brown, J.A.C. (1954). The Social Psychology of Industry. U.K.: Penguin. 2. Buchanan, David A. (Ed.) (2016). Organizational Behaviour (9th edition). U.K.: Boffin 3. Cooper, Cary L. (Ed.) (2000). Industrial and Organizational Psychology: Linking Theory with Practice. USA: John Wiley and Sons 4. Ganguli, H.C. (1983). Structure and Process of Organization. Mumbai: Asia Publishing House. 5. Katz and Kahn.(1979). Social Psychology of Organizations. USA: Wiley. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Luthans, Fred. (2010). Organizational Behavior. New York: McGraw Hill Education 2. McShane, Steven, Lattimore (2015); Organisational Behaviour, 5th edition; New York: Mcgraw-Hill 3. Norman, R. F. Maier. (1970). Psychology in Industry. Oxford and IBH. 4. Schein, Edgar. (1988). Organizational Psychology. USA: Prentice Hall. 			

	<p>5. Stephan P. Robbins, Seema Sanghi, Timothy Judge. (2009). Organizational Behaviour: Concepts, Controversies and Applications. New Delhi: Pearson 13th Edition.</p> <p>6. Zedeck, Sheldon (2011). APA Handbook of Industrial and Organizational Psychology (Part of the APA Handbooks in Psychology Series and APA Reference Books Collection). USA: APA.</p>
Web Resources:	<p>Module 1- Leadership Theories: https://www.shanlax.com/wp-content/uploads/SIJ_Commerce_V8_N1_005.pdf?srsltid=AfmBOorJMrJlxiJjTYSAbdGQ0MUcfdMNBtKtwfcLsTwuanhryqif-56-</p> <p>Module 2- Industrial Morale: https://pmc.ncbi.nlm.nih.gov/articles/PMC7382865/</p> <p>Module 3- Job Satisfaction: https://mrp.ase.ro/no34/f7.pdf</p> <p>Module 4 Fatigue: https://www.sciencedirect.com/science/article/pii/S0149763418305220</p> <p>Monotony: https://www.rajmr.com/ijrmp/wp-content/uploads/2017/11/IJRMP_2015_vol04_issue_03_02.pdf</p> <p>Boredom: https://ris.utwente.nl/ws/portalfiles/portal/307453415/1_s2.0_S1053482222000766_mai_n.pdf</p>

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Title of the Course	Disaster Management
Course Code	PAD-6204
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-2027
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	NO

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the concepts and dimensions of various kinds of disasters 2. To acquaint students with the organizational and structural framework of disaster management in India 3. To examine the role of various stakeholders in disaster management 4. To analyze the mechanism for reduction of disaster risks 	
Course Outcomes:		Mapped to PSO
	CO 1. To understand the concepts and dimensions of various kinds of disasters	PSO1
	CO 2. To understand the organizational and structural framework of disaster management in India	PSO3
	CO 3. To evaluate the role of various stakeholders in disaster management	PSO3

	CO 4. To analyze the mechanisms for reducing risks related to disasters		PSO2, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Disaster: Concept & Dimensions	15	CO 1	K2
	1.2 Natural Disasters: Earthquakes, Volcanic Eruptions, Floods, Cyclones, Climate Change.			
	1.3 Man-made Disasters: Anthropogenic, Soil degradation, Desertification, Deforestation			
Module 2:	2.1 Disaster Management Act 2005.	15	CO 2	K2
	2.2 Organisational Framework for Disaster Administration in India at the Union, State and Local levels (including Nodal Agency, National Disaster Management, Authority, State Authority)			
Module 3:	3.1 Role of Information and Communication Technology Systems in Disaster Management.	15	CO 3	K5
	3.2 Interstate and International Cooperation for Disaster Management.			
	3.3 Role of NGOs and Army in Disaster Management			
Module 4:	4.1 Disaster Risk Reduction – Sustainable Development;	15	CO 4	K4
	4.2 Disaster Preparedness;			
	4.3 Relief and Rehabilitation;			
	4.4 Disaster Management Training			
Pedagogy:	<ul style="list-style-type: none"> • Lectures • Case studies • Role plays • Mock drills 			

	<ul style="list-style-type: none"> • Field visits • Documentaries <p>Interaction with experts in the field of disaster management</p>
Texts:	<ol style="list-style-type: none"> 1. Modh, S. (n.d.). <i>Introduction to disaster management</i>. Macmillan Publishers. 2. Shashwat Publication. (n.d.). <i>A text book of disaster management</i>. Shashwat Publication. 3. Subramanian, R. (n.d.). <i>Disaster management</i>. Oxford University Press.
References/ Readings:	<ol style="list-style-type: none"> 1. Goel, S. L. (2006). <i>Encyclopedia of Disaster Management</i>. New Delhi: Deep and Deep. 2. Govt. of India/UNDP. (2002-07). <i>Disaster Risk Management Programme: Community Based Disaster Preparedness and Risk Reduction through Participation of Committees and Local Self Governments</i> www.ndmindia.nic.in/EQProjects/goiundp2.0.pdf 3. Monappa, K. C. (2004). <i>Disaster Preparedness</i>. New Delhi: Akshay Public Agencies. 4. Narayan, B. (2009). <i>Disaster Management</i>. New Delhi: A.P.H. Publishing
Web Resources:	<ol style="list-style-type: none"> 1. https://ndma.gov.in/ (National Disaster Management Authority) 2. https://nidm.gov.in/ (National Institute of Disaster Management) 3. https://link.springer.com/chapter/10.1007/978-3-319-63254-4_1 (Defining Disaster) 4. https://link.springer.com/chapter/10.1007/978-1-4614-9354-9_1 (Understanding Disaster) 5. https://link.springer.com/article/10.1007/s11356-022-21475-5 (ICT in Disaster Management) 6. https://d1wqtxts1xzle7.cloudfront.net/30298266/yapdisastermanagementdevelopmenticts-libre.pdf?1390883515=&response-content-disposition=inline%3B+filename%3DDisaster_management_developing_country_c.pdf~ (Role of ICT in Disaster Management in Developing Countries)

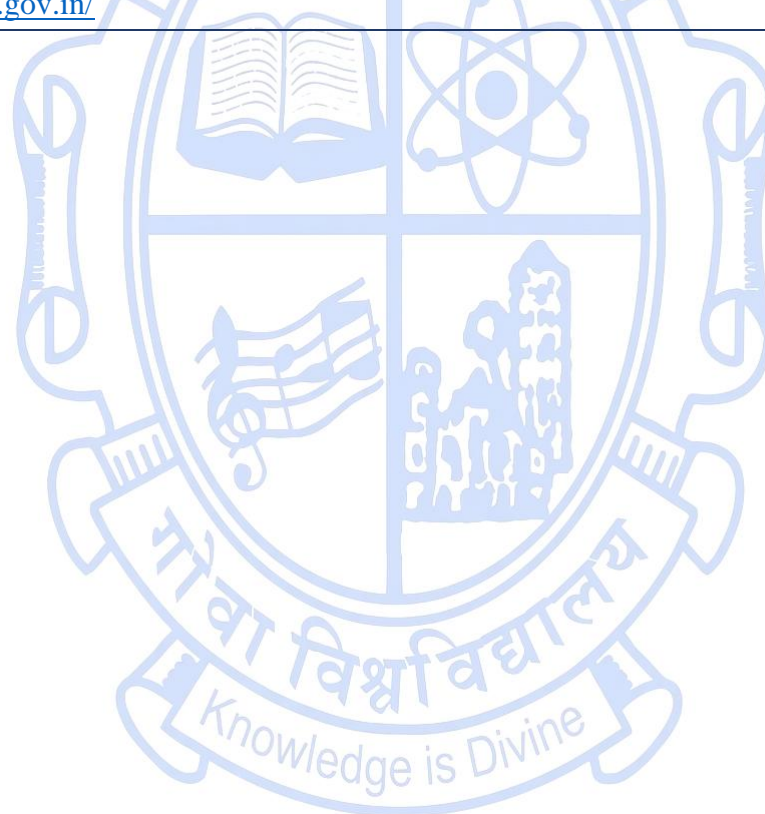
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Title of the Course	Organisational Development and Administrative Improvement	
Course Code	PAD-6205	
Number of Credits	4T	
Theory/Practical	Theory	
Level	500	
Effective from AY	2026-2027	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the concept, relevance, and evolution of Organisation Development and organisational culture. 2. To examine theories, models, and strategies of planned change and organisational learning. 3. To study human resource systems, processes, and their role in managing organisational change and diversity. 4. To explore techniques of administrative improvement and innovations in management for enhancing organisational performance. 	
Course Outcomes:	At the end of the course the students will be able to:	Mapped to PSO
	CO 1. Develop a basic understanding of how organizations behave and react to change.	PSO1
	CO 2. Comprehend ways in which change can be managed in an organisation at the operations and policy planning levels.	PSO2
	CO 3. Analyze systems and processes of incorporating diversity	PSO3
	CO 4: Demonstrate the techniques of administrative improvement to devise new interventions.	PSO3, PSO4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Introduction to Organisation Development: Concept, Relevance, History & Evolution; Concept of Organizational culture. 1.2 The Nature of Planned Change: Theories, Models, Types & Change Agents. 1.3 Challenges of Organizational Change: Cultural, Institutional and Technological	15	CO 1	K1, K2
Module 2:	2.1 Organizational Learning and Transformation; Determinants of Organizational Design. 2.2 Diagnosing the Problem Intervention strategies for organization development – Individual, Group & Interpersonal Interventions. 2.3 Organisational Analysis and Development of Organisational Structure	15	CO 2	K2, K3
Module 3:	3.1 Human Resources: Systems and Processes. Role of Human Resource in Organizational Change and Development. 3.2 HRM Interventions: Goal Setting, Performance Appraisal and Reward Systems. 3.3 Managing Workforce Diversity	15	CO 3	K2, K4
Module 4:	4.1 Techniques of Administrative Improvement: Organisation and Methods; Qualitative and Quantitative Work Control. 4.2 Innovations in Management: Quality Circles, Total Quality Management; Management by Objectives. 4.3 Performance Measurement in Administration: Working of O&M Division of Government of India; Pay Commissions and Administrative Improvement.	15	CO 4	K3, K5
Pedagogy:	Lectures and Discussions			
Texts:	<ol style="list-style-type: none"> 1. Currie, R. and Faraday. (1972). Work Study. London: Pitman. 2. Maheshwari, S. R. (2002). Administrative Reforms in India. New Delhi: Macmillan India Ltd. 3. Maheshwari, S. R. (2006). Indian Administration. New Delhi: Orient Longman Private Limited. 			

	<p>4. Reddin, W.J. (1971). Effective Management by Objectives. New York: McGraw Hill. Issued on: 23/12/2024 70 Course Outcomes.</p> <p>5. Srinath, L.S. (1996). PERT and CPM – Principles and Applications. New Delhi: Affiliated East-West Press.</p> <p>6. United Nations. (1972). Use of Modern Management Techniques in the Public Administration of Developing Countries. New York..</p>
References/ Readings:	<p>1. Government of India. (2008). Ministry of Personnel, Public Grievances and Pension.</p> <p>2. Government of India. (2008). Second Administrative Reforms Commission Reports.</p>
Web Resources:	<p>Module 4- Administrative Improvement: https://darpg.gov.in/en/arc-reports</p> <p>https://persmin.gov.in/</p>

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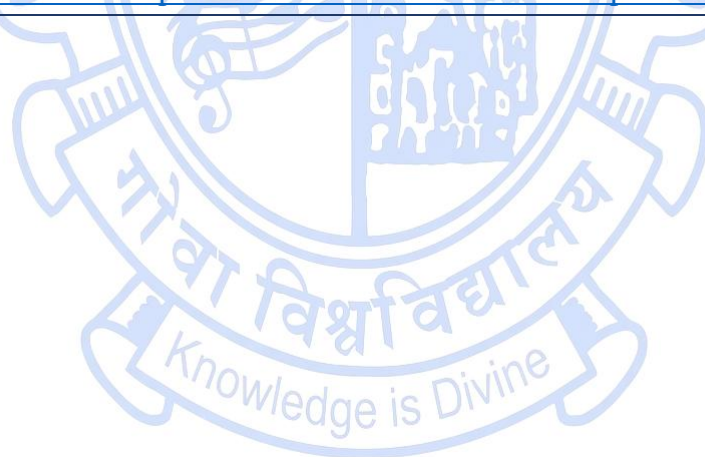
Title of the Course	Public Enterprise Management
Course Code	PAD-6206
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2026-2027
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the concept, rationale and role of the Public Sector in the Indian Economy 2. To evaluate the dimensions of control over public enterprises 3. To familiarize students with professionalization of public enterprises 4. To develop critical insights into public sector reforms 	
Course Outcomes:		Mapped to PSO
	CO 1. To understand the role of the Public Sector in the Indian Economy.	PSO1
	CO 2.To understand the functioning of Public enterprises	PSO1
	CO 3. To analyse the concepts of entrepreneurial government and reinvention and describe how to apply them to challenges in the public sector.	PSO2, PSO3

	CO 4: To evaluate challenges and changes in the public sector	PSO4		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1: Public Enterprise: Concept, Rationale and Objectives. 1.2 Role of Public Sector in the Indian Economy.	15	CO 1	K2
	1.3 Industrial Policy Resolutions and Public Sector Enterprises			
Module 2:	2.1 Governing Boards: Types, Functions, Size and Composition.	15	CO 2	K2
	2.2 Legislative Control over Public Enterprises.			
	2.3 Ministerial Control over Public Enterprises			
Module 3:	3.1 Pricing and Public Enterprises. 3.3 Professionalisation of Public Enterprise Boards of Governance in India	15	CO 3	K4
	3.2 Public Sector Reforms: Rationale; Performance Contract System/Memorandum of Understanding (MOU);			
	3.3 Professionalisation of Public Enterprise Boards of Governance in India			
Module 4:	4.1 Disinvestment: Objectives, Methods, Machinery and Assessment.	15	CO 4	K5
	4.2 Privatisation: Theory, Objectives, Methods, Procedure, and Assessment; Lessons from the U.K. Experience			
	4.3 Contracting Out: Concept & Rationale; Contracting Out Local Services			
Pedagogy:	<ul style="list-style-type: none"> • Lectures • Case Study Discussions 			
Texts:	<ol style="list-style-type: none"> 1. Balakrishnan, P. (2009). <i>Public enterprise management: Theory and practice</i>. Deep & Deep Publications. 2. Bhattacharya, A. K. (2001). <i>Public sector management: Reforming and restructuring</i>. Macmillan India. 3. Maheshwari, S. R. (2013). <i>Public administration: Theory and practice</i>. Orient Blackswan. 4. Ramesh, K. V., & Prasad, V. S. (2006). <i>Public enterprise management</i>. Himalaya Publishing House. 			

References/ Readings:	<ol style="list-style-type: none"> 1. Bailey, S.J. (2001). Public Sector Economics: Theory, Policy and Practice. 2nd ed. London: Palgrave 2. Bos, D. (1991). Privatization: A Theoretical Treatment. Oxford: Oxford University Press. 3. Dubhashi, P.R. (1976). Economics, Planning and Public Administration. Bombay: Somaiya Publications Pvt. Ltd. 4. Jha, L.K. (1986). Economic Administration in India – retrospect and prospect. New Delhi: IIPA 5. Khera, S.S. (1977). Government in Business. New Delhi: National Publishing House
Web Resources:	<ol style="list-style-type: none"> 1. https://dpe.gov.in/ (Department of Public Enterprises (DPE), Ministry of Finance, Government of India) 2. https://pesb.gov.in/ (Public Enterprises Selection Board (PESB)) 3. https://dipam.gov.in/ (Department of Investment and Public Asset Management (DIPAM)) 4. https://igod.gov.in/ Integrated Government Online Directory (iGOD) 5. https://www.ipeindia.org/Institute of Public Enterprise 6. https://scopeonline.in/scope/ (Standing Conference of Public Sector Enterprises) 7. https://www.cii.in/ (Confederation of Indian Industry) 8. Institute of Public Finance, Smičiklasova 21, 10000 Zagreb, Croatia 9. Adm. Sci. 2025, 15(3), 71; https://doi.org/10.3390/admsci15030071https://www.questjournals.org/jrbm/papers/vol2-issue1/C02011823.pdf Role of Public Sector in the Indian Economy (Role of Public Sector in the Indian Economy) 10. https://www.scribd.com/document/525808939/hfgdfbjb Legislative Control over Public Enterprise 11. https://www.jstor.org/stable/24481335(Public Sector Reforms) 12. https://www.emerald.com/pr/article/6/1/59/454194/Perils-of-public-sector-enterprises-in-India-is (Privatisation)

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Title of the Course	Administrative Law
Course Code	PAD-6207
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the evolution, nature, and scope of Administrative Law and its relationship with Constitutional Law, including the principles of Rule of Law and Natural Justice. 2. To examine the concept, necessity, and types of delegated legislation and mechanisms for judicial control over administrative actions. 3. To understand the structure, role, and significance of Administrative Tribunals and vigilance mechanisms in ensuring accountability within public administration. 4. To explore the concept, evolution, and role of Ombudsman institutions and comprehend the procedural aspects of departmental inquiries in public administration. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Students will be able to differentiate between Constitutional and Administrative Law and analyze how the Rule of Law and Natural Justice ensure fairness in administrative	PSO1

	actions.			
	CO 2. Students will be able to evaluate the validity of delegated legislation and apply judicial principles to determine the legality of administrative actions.		PSO1, PSO2.	
	CO 3. Students will be able to analyze the functioning and effectiveness of institutions in maintaining administrative transparency and accountability.		PSO2, PSO3	
	CO 4. Students will be able to evaluate the effectiveness of Lok Pal, Lok Ayukta, and departmental proceedings in promoting administrative accountability and integrity.		PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning, Growth and Scope of Administrative Law.	15	CO1, CO2	K1, K2
	1.2 Distinction between Constitutional Law and Administrative Law (Droit Administration).			K2, K3
	1.3 Concept of Rule of Law and Principles of Natural Justice.			K1, K2
Module 2:	2.1 Delegated Legislation: Need	15	CO2	K2, K4
	2.2 Classification and Safeguards.			K3
	2.3 Judicial Review of Administrative Action;			K3, K4, K5
	2.4 Principles and Modes Liability of the Administration; Contract			K3, K4
Module 3:	3.1 Administrative Tribunals: Concept,	15	CO3	K1
	3.2 Rationale and Types.			K2
	3.3 Central Administrative Tribunal: Structure, Function and Role.			K2, K3
	3.4 Central Vigilance Commission: Structure, Functions,			K2, K4, K5
	3.5 Role and Significance			K2, K3
Module 4:	4.1 Institution of Ombudsman: Concept and Genesis.	15	CO3,	K2

	4.2 Lok Pal and Lok Ayukta in India		CO4	K2, K3, K5
	4.3 Significance, Functions and Role.			K4
	4.4 Fundamentals of Departmental Proceedings: Suspension, Charge sheet,			K4, K5
	4.5 Enquiry and Penalties			
Pedagogy:	Interactive Lectures, Group Discussions, Expert Talks, Analysis of case law			
Texts:	<ol style="list-style-type: none"> 1. Diwan, P. (2007). Indian Constitution (2nd ed.). Allahabad: Law Agency. 2. Kagzi, M. C. J. (2008). Indian Administrative Law (2nd ed.). Delhi: Metropolitan. 3. Massey, I.P. (2008). Administrative Law. New Delhi: Eastern Book Company. 4. Mehta, S.M. (1990). Indian Constitutional Law. New Delhi: Deep and Deep. 5. Sathe, S.P. (1998). Administrative Law (6th ed.). Bombay: Tripathi. 6. Upadhyaya, J.J.R. (2016). Administrative Law. Prayagraj: Central Law Agency 7. Takwani, C. K. (2021). <i>Lectures on administrative law</i>. Eastern Book Company. 8. Singh, D. (2024). <i>Introduction to administrative law</i>. Allahabad Law Agency. 9. Jain, M. P., & Jain, S. N. (2021). <i>Principles of administrative law</i>. LexisNexis. 10. Kumar, N. (2025). <i>Nature and concepts of administrative law</i>. Allahabad Law Agency. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Sharma, S.K. (2007). Directive Principles and Fundamental Rights. New Delhi: Deep and Deep. 2. Swami, P.M. (1989). Swami's Manual of Disciplinary Proceedings for Central Government Employees. Madras: Swami Publishers. 			
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